

U.S. DEPARTMENT OF STATE

STATE

MAGAZINE



Pacific Russia's 'Secret' Jewel

SEPTEMBER 2007

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Photograph courtesy of Vasiliv Fedorchenko, Vladivostok daily newspaper



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NEWS

Members of the consulate general's dragon boat team paddle to the beat of their coxswain.



OARS OF SPEED

Consulate General's Dragon Boat Team Takes First-Runner-up

During China's Tuen Ng Festival in June, members of the staff of the U.S. Consulate General in Hong Kong competed in the 40th annual Stanley International Dragon Boat Races, an

international event held at Stanley Bay off the southern coast of Hong Kong Island. The event attracted more than 200 teams from around the world.

The 22-member U.S. team, which practiced for two months beforehand, participated in three races and took the

first-runner-up prize in the mixed men and women category. The races commemorate the death of Qu Yuan, a well-loved Chinese statesman and poet who lived more than 2,000 years ago. The government at the time was corrupt and, after rivals falsely accused him of treason, Qu Yuan was banished and threw himself into the Mi Lo River. The dragon boat races recreate the frantic, hopeless rescue attempts of the fishermen who rowed out to save him.

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Embassy Helps Bring Sex Offenders To Justice

The Department of Homeland Security's Bureau of Immigration and Customs Enforcement recently honored the U.S. Embassy in Phnom Penh with an award for its assistance in prosecuting Americans accused of sex crimes in Cambodia.

Under the PROTECT Act, which became effective in 2003, Americans traveling abroad to engage in illicit sexual conduct with minors can be prosecuted. The first successful prosecution under the act resulted in a 97-month jail sentence for an individual who had engaged in sexual activity with two minors, ages 10 and 13, in Cambodia.

Since then, there have been three additional successful prosecutions of Americans under the PROTECT Act for child sex crimes in Cambodia, while three other Americans await trial in U.S. prisons. The U.S. Embassy in Phnom Penh's regional security office staff played a crucial role in coordinating the efforts of U.S. and Cambodian law enforcement in these cases—an example of the embassy's



Assistant ICE Attaché Gary Phillips, right, poses with embassy award recipients, from left, Andrew Simpson, Ambassador Joseph Mussomeli, Yarong Van, Sarin Vann and Vansak Suos.

work to prevent trafficking in persons and protect human rights.

The award was presented June 1 by Bangkok-based Assistant ICE Attaché Gary Phillips. Accepting on behalf of the embassy were Chargé d'Affaires Piper A.W. Campbell and Vansak Suos, security investigator with the embassy's regional security

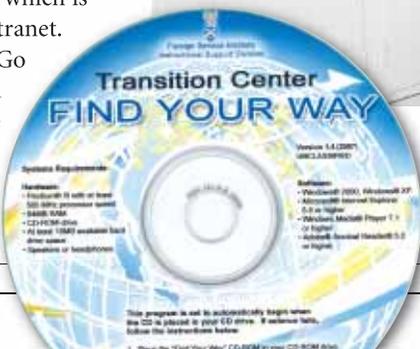
office. Embassy Regional Security Officer John P. Davis and Assistant RSO Andrew Simpson also received awards. In an additional ceremony on June 5, three Locally Employed staff members of the embassy's security team—Yarong Van, Sarin Vann and Vansak Suos—also received awards.

BRIEFING CENTER CELEBRATES 30 YEARS

This fall, the Overseas Briefing Center, one of the three divisions of the Foreign Service Institute's Career Transition Center, celebrates 30 years of delivering information to Foreign Service officers and family members. Originally focused on providing print documents, OBC now offers information via the Intranet, including its OBC-BNET video-on-demand program (<http://fsi.state.gov/fsi/tc/default.asp?id=1345>) and the new Post Info To Go service (<http://fsi.state.gov/fsi/tc/epb/epb.asp>).

OBC receives more than 17,257 visitors and e-mail requests annually. "I used all the materials before we went overseas and I must say it sure helped a lot," said a recent satisfied customer.

As part of its celebration, OBC has sent all posts packets containing the latest versions of the guide *Foreign Service Assignment Notebook: What Do I Do Now?* and the CD reference *Find Your Way*, which is designed for those without access to the Intranet. In addition, OBC is sponsoring a Clips To Go contest in which contestants are challenged to recognize online video clips showing life at post. For information and an entry form, see <http://fsi.state.gov/fsi/tc/default.asp?id=1539>.



Reflecting how the Overseas Briefing Center's use of technology has changed, an Oct. 27, 1977, photo taken on OBC's opening day shows attendees viewing new post slides. Now, OBC uses CD-ROMs to deliver content.



The big losers: from left, Jose Rolando Urbina, Elaine Samson, Rhonda Slusher, Ileana Castro, Astrid Villalta, Patricia Fallas, Barbara Dreher, Carmen Castro and Amy Swartzbaugh.

Losers Are Winners in San José

Seventeen employees of the U.S. Embassy in San José, Costa Rica, have lost significant amounts of weight over the past year, after a weight loss company opened two blocks away. The embassy has since opened a new fitness center equipped with treadmills, weight machines and other equipment.

Health unit nurse Amy Swartzbaugh said

weight loss for all 17 employees totaled more than 460 pounds. One group of nine lost 264 pounds. The group included Astrid Villalta, a Locally Employed employee in the consular section, who lost 70 pounds. Eight others lost 196 pounds, including Gregorio Bustamante, an FSN employee who also lost 70 pounds.

PICKERING ASSOCIATION SUPPORTS FELLOWS

The Pickering Fellows Program has created the Pickering Association, based in Washington, D.C., at the Department of State. The association will reconnect alumni to the program, facilitate cross-training and mentoring, and establish information- and activity-sharing systems for members.

The Thomas R. Pickering Program is funded by the Department and administered by the Woodrow Wilson National Fellowship Foundation. It targets talented undergraduate and graduate students drawn from a wide variety of academic disciplines and ethnic backgrounds who are willing to commit to a career in the Foreign Service. Undergraduate fellows, selected during their sophomore year, spend four years in the program. Graduate fellows, selected during their senior year of undergraduate study or thereafter, spend two years in the fellowship program. All enter after receiving master's degrees and successfully completing two internships, and must eventually successfully complete the Foreign Service officer test and oral examination.

The program has approximately 400 alumni, 200 of them currently in the Foreign Service.

Honoring Thai LES Employees

The U.S. Consulate General in Chiang Mai, Thailand, recently remounted in the front office a nearly forgotten memorial to three Locally Employed staff killed 37 years ago by Communist insurgents in Nan province.

Retired Chiang Mai LES employee Chat na Chiengmai recalls that the three employees—Wimol Sithipraneet, Mana Samitapinthu and Prasert Wasutanhakorn—were part of a U.S. Information Service mobile movie unit in a remote area near the Lao border. Their aim was to spread a pro-Western, anti-Communist message in the countryside and get local officials out into the villages. The USIS movie unit, a specially modified jeep with a projection platform on the roof, was the

first vehicle in a caravan ambushed by insurgents on June 19, 1970.

The three employees are also remembered in the State Department lobby in Washington, where their names join those of 22 others from around the world who lost their lives in the service of the United States Information Agency. They are also honored at a monument in Nan for all those killed in the Communist insurgency.



HR Automates 'Travel Message' Process for Transfers

Since the beginning of locality-based payments in January 1994, Foreign Service personnel have been transferred via a labor-intensive, paper-laden process involving cables known as Travel Messages that confirm travel to and from assignments during a permanent change of station. These messages provided the basis for setting Foreign Service personnel salaries.

Now, new business process management tools are used that automatically transmit pertinent assignment-related data in one process as part of the Bureau of Human Resources' reengineering of travel management. This eliminates duplicate data entry, integrates existing systems and databases, reduces workload and user error and provides more timely personnel actions.

The antiquated travel process used largely external triggers and person-to-person verification. Now, instead of re-entering or repeating information that HR systems already capture, system users enter only value-added information. This promotes efficiency and reduces problems or any harm to paychecks, which are calculated on transfer to and from assignments.

HR's automation of the Travel Message Eight (arrival) and the Travel Message Five (departure) cables are the first steps to a fully reengineered process. TM Eight confirms employee arrival by transmitting to the Global Employment Management System the

effective date of arrival at post and pertinent assignment-related data from the Post Personnel System. This replaces manual creation of "arrival at post" cables and SF-52/50 Notice of Personnel Action forms. Likewise, TM Five transmits departure information to payroll departments and gaining posts, bureaus and other organizations requiring additional data.

Standard TM cables, which were processed via mail, will now be sent by e-mail. By clicking on the link in the e-mail notification, users can view the TM cable and archive the information. During TM's transition period, users will continue to receive cables via mail and e-mail. Eventually, the cable-driven process will be phased out.

Employees will notice an immediate change in the domestic arrival process. Rather than filling out the paper DS-1707, Leave, Travel, and Consultation Status form, employees will access a TM Web page through HR Online on the Intranet and enter their arrival and leave information. The reengineered system will be pre-configured with the assignment notification and departure information. Employees will only need to confirm that the arrival information is correct.

HR is constructing a similar automated employee departure process for the TM Five and DS-1552, Leave Data-Departure for Post form.

GROUND BROKEN FOR NEW CONSULATE IN JOHANNESBURG

On the morning of May 23rd, a chilly, sunny day in normally temperate Johannesburg, Americans and South Africans celebrated the groundbreaking for a new building for the U.S. Consulate General. When completed in early 2009, the facility in the booming Sandton business district will consolidate consulate offices that are now spread over three buildings throughout the city, including the offices of the State Department, Foreign Commercial Service, Department of Homeland Security and the Voice of America. Only the Rosa Parks Library in Soweto, operating since 1976, will remain off-compound.

Consul General Steven Coffman welcomed visitors to the occasion, and the Marine security guard detachment from Pretoria provided a color guard. Ambassador Eric M. Bost noted the long history of Americans in Johannesburg, while General Charles E. Williams, director of the Bureau of Overseas Buildings Operations, discussed the project's size and scope. The speaker of the Gauteng Provincial Legislature, Richard Mdakane, and the member of the Executive Council for Gauteng, Ignatius Jacobs, represented the South African government.

An artist's rendering shows the clean lines of the new U.S. Consulate General facility in Johannesburg.



JULY 4 Around the World



AMMAN

A woman on 10-foot stilts and a juggler gracefully tossing a half-dozen flaming batons provided some of the entertainment recently at an unusual July 4th celebration at the ambassador's residence in Amman, Jordan. Instead of using the usual VIP-studded guest list,



the U.S. Embassy invited more than 800 Jordanians and 200 Americans between the ages of 12 and 30 to a party spotlighting Jordan's next generation of leaders. The Jordanian invitees had participated in U.S. government sponsored exchange, training or cultural programs in past years.

"I wanted to focus on one of the most important parts of our partnership with Jordan: our relationship with young Jordanians," said Ambassador David Hale. "The most valuable tie between two countries is people-to-people contact, whether through education, business, technology or the arts. It's especially fruitful when we can start these relationships early in people's lives."

The Zany Umbrella Circus, a Pittsburgh-based group visiting Amman for a series of performances arranged by the Amman Children's Museum, provided acrobats, jugglers and a clown. Also attending were members of the Jordanian national basketball team and five Jordanian Olympic athletes. A Jordanian woman who participated in a Middle East Partnership Initiative-sponsored exchange and an American Peace Corps volunteer in Jordan also spoke, noting how their people-to-people exchanges had instilled long-term respect and friendship for each other's country.

Ambassador David Hale, second from left, mingles with circus members at the end of the performance.



PHNOM PENH

The U.S. Embassy in Phnom Penh's first Independence Day celebration for the American community featured a performance by eight embassy employees and eligible family members whose 35-minute song-and-dance revue highlighted American musical milestones.

The performers were Gary Brazeau of the community liaison office; Greg Buford, EFM; Piper Campbell, deputy chief of mission; Jeff Daigle of the public affairs section; Janet Deutsch of the political section; Sorphoan Ear of

the U.S. Agency for International Development; Sook Fan Simpson of the public affairs section and Dana Williams of the general services office. The group performed as the Andrews Sisters, Elvis and the Beatles, and Campbell got applause for her rap performance during the C&C Music Factory song "Gonna Make You Sweat." More than 400 party-goers clapped and sang along.

The performers received wild applause and have since been asked to perform at other local events.

As Elvis Presley, embassy employee Sorphoan Ear gets all shook up.



STATE

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The submission deadline for the November issue is September 15. The deadline for the December issue is October 15.



SÃO PAULO

This year, the U.S. Consulate General in São Paulo celebrated July 4th by partnering with a local children's organization, the Maria Helena Drexel Association, which provides substitute homes for impoverished, abandoned, abused and neglected children. Each of its eight homes has a set of foster parents and houses about 8 to 10 children, ranging from ages 1 to 18, who are referred by Brazil's social services or court system.

The embassy's corporate social responsibility advisory board, made up primarily of U.S. private sector firms, had suggested the consulate engage in community outreach, and the Foreign Commercial Service, with support from Consul General Christopher McMullen and the consulate's Foreign Service national committee, spearheaded the effort, making the idea happen.

On July 2, one set of volunteers gave two of the Association's homes a face-lift, and another group of volunteers hosted about

46 children and their caretakers at the consulate's recreation center. On July 4, the children arrived early at the consulate for breakfast, followed by an interactive exhibit of a Brazilian martial art, in which the children were encouraged to participate—and in which the adults joined. Additional activities included face-painting, balloon animals made for the younger children and a scavenger hunt that helped the children learn American facts, such as the year America was discovered. Meanwhile, the older children met with teen counselors to discuss issues and challenges.

While the homes were painted, local entertainers, working for free, amused the children. The volunteers' feelings were summed up by one who said, "I want . . . to give back and help out; events like this give us the opportunity." At the day's end, the children thanked the volunteers with hugs and smiles, and the volunteers felt they had met a terrific group of children.



Local experts demonstrate Brazilian martial art *capoeira* for embassy volunteers and the young people they were working to help.

Ramping Up

PASSPORT VOLUNTEERS HAVE RANGE OF BACKGROUNDS
BY ED WARNER

One factor stands out among those answering the Department's call for help with processing more passports: They have a wide range of backgrounds.

¶ On one hand, there's John Connerley, the Department's director of English Language Programs. Connerley, whose consular experience includes having been immigrant visa chief in Moscow, said he wants to help the Bureau of Consular Affairs address the passport backlog and also re-immerses himself in the consular work that began his Foreign Service career in the early 1990s. ¶ At the other end of the spectrum, there are numerous interns and even summer-hire high school students. One intern, Esther Gray, a junior at Stanford University, is spending 10 weeks with the Washington Passport Agency, working the will-call counter. She said she's "talking to the public, presenting the message, keeping them calm." She's no novice at public contact, having done nonimmigrant visa work at the U.S. Consulate General in Amsterdam. She is the daughter of James Gray, a consular officer who is presently congressional liaison officer in the Bureau of Intelligence and Research.

Lynette Evans, left, and Elise Mellinger share a moment prior to the start of their passport adjudication class.



PHOTOGRAPHS: (LEFT): ED WARNER; (OPPOSITE PAGE TOP): GISELLE CONWAY; (BOTTOM): ROB WILEY



Foreign Service officer Rafael Perez adjudicates passports at the New Orleans Passport Agency.

In the first seven months of fiscal year 2007, passport demand rose 33 percent and more passports were issued than in any other year. To help CA staff respond, on June 22, the Department called for other

Department employees to volunteer to serve in Washington, D.C., at regional passport agencies around the country and at the National Passport Center in Portsmouth, N.H.

Several hundred employees have answered the call thus far, and to bring them up to speed, CA was holding four

classes a day at least through mid-July at an office building in downtown Washington. One class on the basics was for customer service representatives and detailed the documents applicants need and what people working the passport office counter need to know, observed Michelle Bernier-Toth, CA's director of American Citizens Services. The other class was for those with consular backgrounds and provided refresher training for those who will adjudicate passport applications.

Neither class existed before June 21, when CA requested them, but they started June 26 after Passport employees worked throughout a weekend to prepare the training materials, Bernier-Toth said.

Among those taking the adjudication class recently was Elise Mellinger, Cyprus desk officer in the Office of Southern European Affairs. She volunteered because she wanted to help and had personally seen how the passport situation affected a close friend. The friend's daughter, Mellinger explained, was headed for a yearlong course in India, but, as the trip drew closer, still had no passport. Mellinger told her friend to call back every day, let them know her daughter's date of departure and trust that

CONCRETE, GLASS AND HEART

CONSULAR AFFAIRS CELEBRATES NEW CONCEPT IN PASSPORT PRODUCTION BY ROB WILEY

On June 14, 2007—Flag Day—Bureau of Consular Affairs officials joined Arkansas state officials to formally open the Arkansas Passport Center—and a new concept in passport production.

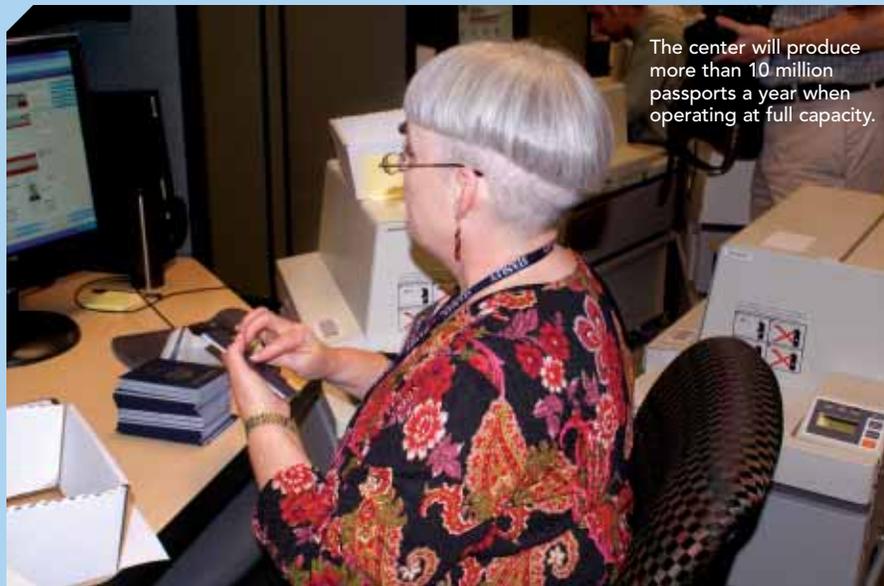
The center actually opened its doors for business on March 27. The 38,000-square-foot facility became the first—and only—U.S. passport facility dedicated to personalizing passport books. By Flag Day, the center had produced and mailed out more than 130,000 passports; when operating at full capacity by the end of 2007, APC will produce more than 10 million passports a year and be the Department's largest passport production facility. Currently, the center processes work from passport agencies in Washington, Philadelphia, Chicago, Charleston, New Orleans, San Francisco, Seattle, Los Angeles and Miami.

The facility is operated by contract partner Stanley, Inc., with more than 100 Stanley employees currently on board and the potential to ramp up to a 200-person work force on three shifts, should conditions warrant.

"In creating this facility, the Department of State's Bureau of Consular Affairs, Stanley Associates and the people of Arkansas came together to demonstrate in concrete and glass—but also in dedication and heart—our desire and commitment to help the American traveling public," said Assistant Secretary for Consular Affairs Maura Harty in remarks delivered by acting APC Director Paul Peek.



Acting APC Director Paul Peek, left, welcomed guests to the ribbon-cutting ceremony with Operations Manager Michael J. Cramer of Stanley, Inc.



The center will produce more than 10 million passports a year when operating at full capacity.

The concept for APC was created in response to the rise in passport demand as a result of the Western Hemisphere Travel Initiative. CA developed the idea of a central book-printing facility to accommodate the increase. The center receives adjudicated applications electronically and focuses solely on printing and mailing large quantities of passport books.

A separate printing center alleviates the traditional agencies' printing production burdens and allows them to focus on processing and adjudicating passport applications.

"This is the first time that the adjudication of passport applications is going to take place at a different location than where the printing and mailing of the passports take place, the actual production of the books themselves," said Peek. "The paper applications never enter this building. Everything comes in electronically. Once the electronic files get here, the idea is that they stay in the system no more than 24 hours after they are printed and mailed."

The center represents a smarter, more efficient way to work, Assistant Secretary Harty noted in her remarks. APC represents the cutting edge in production and will lead the way as the Department revamps the way its processes and issues passports.

"This enhanced concept of what we call a 'book personalization facility' allows other agencies to focus on processing and adjudicating more passport applications, enabling us to help more and more Americans," she said in her remarks.

Working closely with Stanley, CA considered 350 sites across the United States before selecting Hot Springs. Assistant Secretary Harty noted the site was selected because it had all the necessary ingredients—a sound infrastructure wired for the 21st century, proximity to transportation and communications networks, ready access to an educated and hard-working work force and the commitment and active involvement of state and local officials.

"The APC is already making a positive impact on the way we do business, at a time when we need it the most," Assistant Secretary Harty noted in her remarks. "We are experiencing unprecedented demand for U.S. passports; we issued a record 12.1 million passports in 2006 and anticipate 17.7 million or more applications this year. We're issuing approximately one and a half million passports a month."

The official state nickname for Arkansas from 1947 to 1995 was "Land of Opportunity." Keynote speaker at the ribbon-cutting ceremony, Arkansas Governor Mike Beebe, noted the opportunity APC brings to the Hot Springs area.

"We're very grateful that the State Department and the federal government have chosen Hot Springs," said Governor Beebe. "We're grateful for the work force opportunity represented here. We pledge to do all we can on the state level in cooperation with (Hot Springs) Mayor (Mike) Bush and city officials to be good partners."

The author is editor of State Magazine.

the system would work. And it did—just one day before the daughter's departure, the passport arrived. Mellinger said volunteering to help out in Consular Affairs is also a great way for Department employees from consular, political and other specializations to interact and share different perspectives while serving the public.

Another attendee, Lynette Evans, said she was also looking to expand her view. A human resource specialist in the executive office of the Bureau of East Asian Pacific Affairs, Evans said she looks forward to gaining a broader perspective on the Department's work. She had started full-time with the Department only four weeks before volunteering.

One experienced Department volunteer, meanwhile, said she was caught between wanting to help and the fact that summer is her office's busy season. Barbara Hibben, a grants management director in the Bureau of Near Eastern Affairs, joked that she "has no business taking time off" but added that she will help with passport work in the evenings and on weekends.

Already working the evening shift at CA's call center on passports is volunteer Delilia Gibson-Martin. By day, she is a CA office management specialist. Recently, she also took a turn greeting volunteers as they arrived for passport training.

Connerley also said he had to balance his high workload with his desire to volunteer. Therefore, Connerley took the adjudication class June 29—although he was unable to help until later in the summer. "We're all busy," he observed. "But all of us want to help the Department meet this challenge. It's not a problem for just one bureau."

The volunteers are having an immediate impact. "Volunteers have boosted our overall productivity by more than 30 percent," said Tyrone Shelton, director of the National Passport Center. "On June 27, my office had more than 1 million pending applications on hand. Now, after nearly one month of having this large group on board, we have a little over 500,000 applications pending and are on pace to have adjudicated all of those 1 million applications by the end of August."

"The worldwide assistance that has been offered to help Passport Services during this challenging time has been incredible," said Ann Barrett, deputy assistant secretary for Passport Services. "I want to thank everyone for this extraordinary team effort." ■

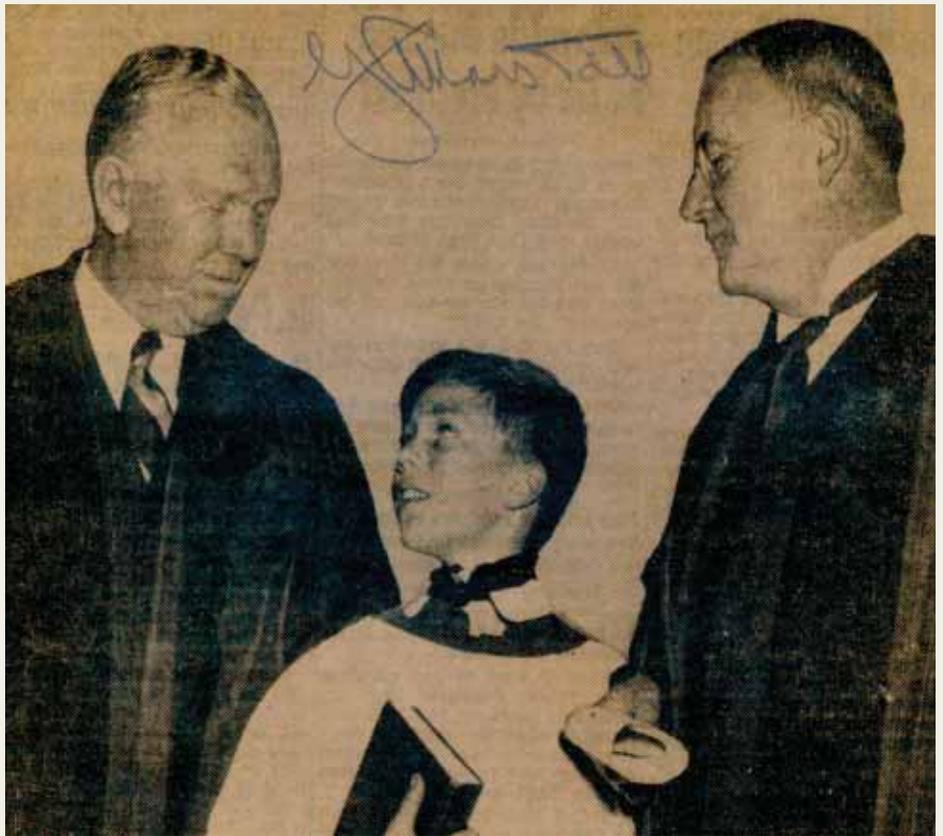
The author is a writer-editor for State Magazine.

STANDING IN A GIANT'S SHADOW

BY JONATHAN RICKERT

On June 5, 1947, Secretary of State George C. Marshall delivered his famous speech at Harvard University proposing the recovery plan for war-torn Europe that would bear his name. Between then and April 3, 1948, when President Harry Truman signed into law the Economic Cooperation Act establishing the Marshall Plan, Congress and the public engaged in lively debates over how to help Europe get back on its feet. Although the isolationism of the 1930s had receded with the growing communist threat in Europe, the plan represented an untried, unprecedented approach and was thus the topic of heated national discussion.

As a young boy growing up in Washington, D.C., I heard my parents and their friends talking about the crisis in postwar Europe and Secretary Marshall's proposal. I knew little about Europe or the plan, but I certainly knew who General



Marshall was—Winston Churchill had dubbed him the war's "organizer of victory." I was a 10-year-old boy soprano in the Washington Cathedral choir and, when I learned that Secretary Marshall (and Republican foreign policy expert John Foster Dulles) would speak about the plan at a special evening service there on March 11, 1948, I was excited at the prospect.

After we choirboys had donned our cassocks for the evening service, we heard a commotion in a corridor just outside of the cathedral's Bethlehem Chapel. Pressing closer, we spied a gaggle of press photographers photographing Marshall and Dulles. Flashbulbs popped and were discarded on the stone floor as journalists fired their questions. Wanting a better look, I pressed ahead of the other choristers until I was just a few feet from the two men. At that point, a journalist said something like "put the choirboy in the picture." Before I knew it, I was standing between Marshall and Dulles, who I knew had to be important to share the platform with Marshall. As I gazed up nervously at the Secretary, he looked down with a serene, grandfatherly air that made me feel comfortable as the flashbulbs popped. It was a moment to remember.

The service and the speeches were a blur as I longed to get home to tell my parents about what had happened. It all was real

enough the next day, however, when the photograph of the two leaders, with me between them, appeared in the Washington papers and around the country. At the suggestion of Margaret Hicks Williams, a family friend who worked at the State Department, I wrote a note to Secretary Marshall, enclosing the photo and expressing my hopes for the recovery plan's success. I then thought nothing further about it.

Much to my surprise, a few days later I received a thick envelope from the State Department. It contained a friendly note signed by Secretary Marshall, a signed Harris & Ewing portrait photograph of the Secretary and the newspaper photo, carefully autographed in pencil (so as not to damage the paper). I have had all three items in a frame hanging over my desk for many years, a reminder of my unexpected brush with greatness. While I cannot say that my early meeting with Secretary Marshall caused me to pursue a Foreign Service career, it was a contributing factor. And the Secretary, his vision and achievements remained an inspiration during my 35 years as a Foreign Service officer. ■

The author is a retired FSO who recently was working on contract in the Bureau of European and Eurasian Affairs.



Top: Rickert gazes up at Secretary Marshall, while future Secretary Dulles looks on. Above: Rickert displays the framed photograph of his meeting with Secretary Marshall.



Mark Platt, left, president and CEO of MultiStack, hands off the MagLev chiller plant to Steve Fulcher, Tokyo facilities manager.

Great Green

NEW AIR-CONDITIONING TECHNOLOGY
LOWERS COSTS AND EMISSIONS

BY MICHAEL CHRISTENSEN

On Earth Day 2007, the U.S. Embassy in Tokyo became the showcase of a new energy technology when the world's first large-tonnage, air-cooled, magnetic-levitation-bearing (maglev) chiller was installed.

In 2006, U.S. Ambassador to Japan J. Thomas Schieffer and Bureau of Overseas Buildings Operations Director General Charles E. Williams chose the embassy for this energy demonstration project because the embassy's chillers (the largest mechanical component of the post's air-conditioning system) were at the end of their useful life and energy costs had risen.

The MagLev chiller's nearly friction-free compressor is expected to reduce the energy required to cool the embassy by up to 30 percent and thereby reduce the embassy's carbon dioxide output by more than 100 metric tons annually.

No Contact

Magnetic levitation bearings eliminate metal-to-metal contact and do not need lubricating oil. This eliminates virtually all compressor maintenance and increases energy efficiency (oil degrades heat transfer). The chillers' quiet, vibration-free operation and low starting-power requirements reduce electricity charges and can allow for a smaller standby generator to be used in new office building construction.

The new chiller is green friendly. It has no cooling tower so it needs no water to cool the refrigerant. This also eliminates the use of biocide and corrosion-control chemicals, which ended up

in the post's wastewater. The total water use reduction will be more than 4 million gallons per year, and the embassy will gain more than 125 square meters of useable space.

"We see this as the bellwether project in the State Department's ambitious, worldwide effort to reduce embassy electrical energy consumption especially in air-conditioning systems," said General Williams. "Japan's progressive energy and technology policies were central to selection of the U.S. Embassy in Tokyo for this important U.S. energy technology demonstration project."

The chiller is manufactured by MultiStack, LLC, of Sparta, Wisc. Its technology caught the attention of OBO Project Manager Antonio Tony Rivera, who pursued implementation of the project as a means for environmentally friendly, compact, low-maintenance air-conditioning.

Future Savings

OBO contracted with Cosmopolitan Corp. of Columbia, Md., to install the 2,520-kilowatt (720 tons of cooling) air-cooled chiller plant. The plant consists of a dozen 210-kW MagLev chiller modules on the roof of the embassy. Rivera, OBO senior mechanical engineer and project manager for this demonstration project, expects the \$2.8 million project to pay for itself in less than 10 years.



MagLev compressors are very quiet because of a lack of reciprocating mass and the extremely fine balance achieved through digital control.

When the chiller came online, the U.S. Embassy in Tokyo facility manager, Stephen Fulcher, said, "Nobody is happier than I am," noting how the chiller eliminated the need for cooling tower maintenance costs and lowered electric bills. ■

Michael Christensen is a mechanical engineer in the Bureau of Overseas Buildings Operations.

Above: A cut-away drawing shows the details of the MagLev compressor. Left: Teamwork between the Tokyo Facilities Maintenance Unit, manufacturer MultiStack LLC and installer Cosmopolitan Corp. got the chiller operational by Earth Day 2007.

SENIOR LIVING



FOUNDATION TAKES CARE OF ITS OWN BY PAULA JAKUB

Who does the Senior Living Foundation of the American Foreign Service Protective Association help? Largely, it helps needy, elderly former Foreign Service personnel, spouses, widows and widowers whose limited resources make it difficult to cope with the increasing cost of health care premiums and prescriptions and the general cost of living on a fixed income.

For instance, there is the 85-year-old blind Foreign Service secretary with several medical problems who called for assistance with expenses. The foundation provided her with a monthly grant to help pay for living expenses, pharmacy bills and extensive, needed dental work.

In another case, the foundation aided a

64-year-old separated Foreign Service wife who lives alone in a small apartment and has illnesses requiring numerous medical visits. She was given monthly support for groceries and transportation to medical appointments.

Or there's the 77-year-old Foreign Service widow, a cancer patient, who sought assistance with transportation to her medical appointments. The foundation sent a geriatric case manager to do an in-person needs-assessment and is providing a monthly grant for home health care, groceries and transportation to appointments.

In 2006, the foundation made grants totaling more than \$230,000, a far cry from its beginnings in 1988, when it largely just provided information about the resources of existing public and private programs. Now, a foundation social worker with extensive Foreign Service experience

reviews each case to determine the best resources available for the individual. This help ranges from information on Meals on Wheels to assessment and planning with a geriatric care manager to assistance with living expenses. Although many of the needs posed by callers can be resolved with information about resources already available to the caller locally, a growing number of the foundation's clients have complex needs that call for financial support.

Over the past several years, the Foreign Service community's support has allowed the foundation to help with the cost of home health care, transportation to medical appointments, hearing aids, prescription drug costs and durable medical equipment.

The Foundation is housed at the American Foreign Service Protective Association's Washington, D.C., headquarters. An experienced staff member there takes basic information from callers seeking help and forwards it to a social worker consultant, who contacts the potential client to discuss needs and resources. The social worker then begins seeking the correct services for the client, using a nationwide network of contacts. This network means the foundation can send a geriatric care manager to meet with the client in his or her home in just about every U.S. county. These face-to-face needs assessments provide a better understanding of the client's needs than telephone interviews alone. The foundation also responds to the needs of callers from overseas and keeps all requests confidential.

Anyone wishing to help retired Foreign Service officers and others who qualify can call the foundation at (202) 887-8170; write to it at 1716 N Street, N.W., Washington, D.C. 20036; or reach it on the Web at www.SLFoundation.org. ■



Ambassador Joan M. Clark, chair of the Senior Living Foundation board, receives the American Foreign Service Association's Lifetime Achievement award from former Secretary of State Lawrence Eagleburger, who identifies a mutual acquaintance in the audience, and AFSA's then-president, Tony Holmes.

The author is director of the Senior Living Foundation.



Retiring DG George Staples, center, shares a laugh with, from left, daughter Catherine; wife Jo Ann; Barry Wells, director of the Office of Civil Rights; J. Scott Carpenter, NEA deputy assistant secretary; and Roberto Brady, NEA deputy executive director.

Going Out in Style

DIRECTOR GENERAL ENDS TENURE WITH COLLEAGUES' KUDOS **BY ED WARNER**

The July retirement reception for departing Director General George M. Staples, his wife Jo Ann and daughter Catherine became an opportunity for colleagues, including Under Secretary for Management Henrietta Fore, to shower him with accolades. Fore told the gathering of several dozen coworkers at Main State that Staples had the special ability to both develop a concept and implement it.

Director General Staples, she said, leaves a great legacy from his 26 years with the State Department (and 35 years of total federal service).

"Diversity has been one of the most important hallmarks of what [he] has been trying to accomplish," she said.

Heather Hodges, principal deputy assistant secretary in the Bureau of Human Resources, said Staples had a clear vision of how to improve the Foreign Service exam

and job assignment processes, but was collaborative in implementing the changes. Staples, who headed HR, will be replaced by Harry Thomas, executive secretary to the Secretary of State, once Thomas is confirmed by the Senate.

Staples also received praise from other bureaus. James Jeffrey, principal deputy assistant secretary in the Bureau of Near Eastern Affairs, said Staples helped NEA address its hiring needs by establishing a pre-assignment bidding season in 2006 and, in 2007, by creating a bidding season focusing on the U.S. Embassy in Baghdad.

"The DG turned everything around for us," Jeffrey said.

Barry Wells, director of the Office of Civil Rights, said Staples helped make the Department "the employer of choice" among new hires. Staples made the Foreign Service exam more accessible and recruited

at Hispanic-American events, Wells noted. Increased interest and awareness of the Department among job seekers will benefit the Department over time, he said.

Staples' support for "comparability pay" for officers who could lose locality pay when going from Washington to a posting abroad was one reason Staples was popular with the American Foreign Service Association, said AFSA Legislative Director Ian Houston. Whenever AFSA wanted to plead its case, Staples "has been very responsive; the door has been open," he said.

Secretary Rice was unable to attend the reception, but four days earlier took special action to honor Staples when she stood in for him by officiating at a Flag Ceremony—a role the DG typically performs. ■

The author is a writer/editor for State Magazine.



Department Inner-View

Q&A WITH UNDER SECRETARY FOR POLITICAL AFFAIRS

R. Nicholas Burns

During Under Secretary Nick Burns' 27-year Foreign Service career, he has served five presidents and nine Secretaries of State. His career can be described in many ways, but never, ever as dull.

Since joining the Department as a Foreign Service intern in 1980, Under Secretary Burns has observed and actively participated in seismic changes throughout the diplomatic world. He and his generation of FSOs took part in hastening the end of the 20th century's Cold War and the collapse of world communism, both events symbolized forever by the image of German citizens—not West or East Germans—tearing down the hated Berlin Wall.

He held a key position—Director of

Soviet and then Russian Affairs—as the old Soviet Union rapidly disintegrated and a new, democratic Russia emerged from the rubble. He was a key member of the National Security Council staff in the White House as the former Soviet satellite states transitioned from puppet countries serving the Soviet master into free nations capable of joining the rest of the free world. Some of those transitions were messy, especially in the breakup of the former Yugoslavia, and Under Secretary Burns play a big role there, too, where as Special Assistant to President Bill Clinton he took the lead in advising the President on all aspects of U.S. relations to the 15 former Soviet Union countries.

Under Secretary Burns has been an

ambassador to Greece and to the North Atlantic Treaty Organization and during his long Foreign Service career has made diplomatic stops in Egypt, Mauritania and Israel. In March 2005, he was sworn into his current office as the Department's third-ranking official by Secretary of State Condoleezza Rice.

As the senior career Foreign Service officer in the Department, Under Secretary Burns came to office well seasoned in the art of patience as a card-carrying, dues-paying member of the Red Sox nation. In early August, he took time out from a busy schedule to discuss with *State Magazine* the state of the world and of his beloved Foreign Service.

BY ROB WILEY

SM: Appropriately, Vladivostok is the Post of the Month in this issue, so let's talk about the U.S.-Russia relationship. You have been involved with Russia for a significant period of your career, and there are many issues on the table regarding Russia today—tensions over Kosovo, U.S. plans to place missiles in Eastern Europe and the unique way Russian democracy is evolving. How do you assess that relationship now and where do you think it is going?

Under Secretary Burns: I did spend a good deal of my career on Russia. In fact, I worked with Secretary Rice 17 years ago when she was the senior director for Soviet affairs at the National Security Council and I was her deputy. I had the privilege of working at the NSC between 1990-1995, when the Soviet Union fell and disintegrated into 15 new republics, and of working on the rise of that improved relationship we had with Russia, Ukraine and especially the Baltic countries that became free after 50 years of military occupation by the Red Army. It was an exciting and very important time.

We need to have a perspective as we look at Russia now in 2007, and we need to have a balanced view of our interests with Russia and of how we're doing. There are positives and negatives. On the positive side, look at the two most important issues, arguably, to the United States worldwide: counter-terrorism, fighting the terrorist groups that would harm us, and nonproliferation, preventing the proliferation of nuclear technology around the world to terrorist groups or irresponsible states. Russia is a partner in both of them. Russia is a victim of terrorism, and Russia has been a very good partner in trying to counter al-Qaeda and other terrorist groups around the world.

On nonproliferation, Russia has been part of the Six-Party Group that has been so successful in convincing the North Koreans to dismantle their nuclear arsenal. My good friend and fellow Red Sox fan Chris Hill has done a brilliant job in leading that effort, and the Russians have been very important there. On Iran, where I've taken the lead for the Department, Russia has been indispensable in signaling to the Iranians that the Russians don't want them to become a nuclear weapons power.

So on those two big global issues, we need a good relationship with Russia and we are enjoying good cooperation with them.

On the other hand, we've been very disappointed to see under the (President Vladimir) Putin regime a centralization of



Under Secretary Burns shares his Foreign Service experiences with junior officers in Bogotá.

power in the Kremlin. We are very disappointed to see massive restrictions on press freedoms and limits to the democratic freedoms that the Duma and the regional politicians won in the 1990s when Russia was a new state. We were also disappointed to see that Russia has been far too aggressive—and sometimes in a very cynical way—in dealing with some of the smaller states near Russia's borders such as Estonia, for example. When the Estonian parliament decided to move—not take down—a statue to the Soviet army in the center of Tallinn, the Russians launched a completely unreasonable series of provocative rhetorical attacks on the Estonian government. The Russians have not always been a good friend to the Georgian government. In fact, they've put needless and undue pressure on that government.

So we need to recognize what's going well and work with them, but we also need to be tough-minded and very clear and vocal about when we disagree with the Russians. We need to work with the countries in the region to help protect them from some of the more negative aspects of Russian behavior. We're very pleased that we made the decision in 2002 to bring Estonia, Latvia and Lithuania into the North Atlantic Treaty Organization. Now they are protected inside that larger group. We need to obviously reach out to Georgia and Moldova, where the Russians still have military forces, and to protect them and help convince the Russians that those countries should be protected from undue influence by the Russian authorities.

We have to maintain this is a balance,

and it's going to be a difficult relationship to manage in the future but a very important one.

SM: You just touched on two recent diplomatic successes, the North Korea agreement and Iran, which recently allowed inspectors back into the country to inspect at least one of the nuclear facilities. Where the Russians helpful in those two instances?

Under Secretary Burns: They were very helpful. The Russians have made clear to the Iranian government that they are going to slow down the delivery of nuclear fuel and technology to a Russian-built nuclear reactor in Iran. That move has been very helpful to us. And for two years now, the Six Party talks have been a very difficult effort to convince the regime in Pyongyang to dismantle their nuclear apparatus. The Russians have been helpful to us there, too.

I think sometimes the press and the natural political discourse in this country tend to focus on those negative things, and they are important. We have to be clear when we disagree with the Russians. But there also is some good in this relationship, and we have to protect that.

SM: Let's move on to a couple of other big countries—India and China. The Chinese obviously helped with the North Koreans, too.

Under Secretary Burns: Yes they did. You are right to ask about India and China. They are the two rising powers in the world. If you look at the metrics of power—size of population, size of economy, self confidence, size of their military, capabilities—China and India are clearly rising in the world. One of the great challenges we are going to have as the leading country in the world is

to help manage the rise of China and India in a way that they will be peaceful and responsible partners to keep the peace around the world, which after all should be the ultimate goal of our foreign policy.

We have an easier time with India. We have a strategic partnership developing with India, begun by President Clinton in the mid 1990s. President Bush has taken it to a new height. In my mind, it may be one of the most important strategic leaps forward the United States has taken during the last 10 years.

This new civil nuclear deal (with India) we've just announced is the symbolic centerpiece. It takes away the largest impediment to good Indian-American relations going all the way back to the 1970s. It allows India to come into the international nonproliferation regime, and it will really cement the partnership between us. We have a very large trade and investment relationship between our private sectors; we have more Indian students studying in our country than any other nationality; and India is the largest democracy in the world. It will soon overtake China in population. It is a natural partner of ours all across the world. So when we look at the rise of India, there are natural strategic advantages to the United States that we need to take advantage of.

China is a more difficult proposition. We don't want to try to contain China the way we contained the Soviet Union. Back in 1947, George Kennan wrote the containment doctrine in this very building, and that doctrine became the basis of our entire Cold War policy toward communism. China in the 21st century is a

very different country than the Soviet Union was in the 50s and 60s. We think the best way to manage our relationship with China is to engage it and to challenge China to act more like a responsible global power.

The North Korea situation is a good example of China using its influence in a very positive and powerful way to convince the North Koreans to agree to the six-party framework and eventually to agree to dismantle their nuclear apparatus.

On the other hand, I think we've seen China be much less aggressive and much less positive in Sudan. China is part owner of Sudan's state oil company, so it has influence. But we have not seen it use that influence as much as we would have liked to convince the Sudanese government to do the right thing in Darfur.

The second example I can give you is on Iran. I worked with the Chinese on a daily basis trying to convince them to put more economic and diplomatic pressure on the Iranian government to give up its nuclear weapons ambitions. The Chinese have been a partner of ours in this, but they've not been the most aggressive or positive partner and they have sometimes put their commercial interests above what we think is the right thing to do, which is to use the collective power of the P5 countries to convince the Iranians to go down the diplomatic road. I think the jury is still out on whether or not China and the United States can achieve this type of global political cooperation. We certainly wish it to be the case and we wish to have a peaceful relationship with China in the future, but we're certainly going to maintain our military strength

in East Asia and the Pacific because that's been the guarantor of power in the East Asia region since the close of World War II.

These are very challenging relationships for us to think about. It's on our watch now; all of us in the Foreign Service have the responsibility of trying to determine the best way forward, for our successors and for our successors' successors 50 years down the road, China and India will be the primary preoccupations—hopefully positive—of the United States when we think about our global interests.

SM: *Other cultures such as China seem to traditionally take a longer view of relationships and history than Americans. Are we as a people patient enough to manage these long-term relationships?*

Under Secretary Burns: Oh, yes. One thing America does best in the world is develop a clear strategic view of what we want to accomplish, and we have had the patience to apply diplomacy to achieve that strategic objective. I'm thinking now of this extraordinary period of commitment by the United States to contain communism in Europe during the Cold War and in the working lifetimes for most of us in the Department who are over 40 to see the liberation of 300 million East Europeans. We now need to have as clear a strategic view of our interests in India and China for the 21st century as we did in Europe in the 20th.

SM: *What about the India-China relationship? They were not the best of friends during the 20th century.*

Under Secretary Burns: They did fight a border war in 1962. Fortunately, India's relations with China are now quite stable. They are growing economic partners, with a lot of trade and investment going back and forth across the borders. There is a lot of interplay between their citizens, which is always positive because that tends to build understanding and confidence. While they are not best friends, they have a stable political relationship.

The United States is in a position to be influential here because we have a very close relationship now with India that's a great strategic benefit to us. And we have a good relationship with China. I would say that we probably have right now the best relationship with China we've had since the Chinese Maoist revolution in 1949. That's not to say we don't have problems; we have a tremendous trade deficit which concerns us greatly, we have problems with international property rights and the Chinese have problems with human rights

The Under Secretary visits Marine Master Sgt. Matthew Dumais, who was on duty at the U.S. Embassy in Athens during the January 12, 2007, rocket-propelled grenade attack.



and religious freedoms. So there are a lot of issues that are negative on the agenda, but we are finding a way to engage China and to invite them to play more active and positive roles on the issues we've talked about—Darfur, Iran, North Korea.

SM: *We should not forget Japan in that part of the world, either.*

Under Secretary Burns: One of my responsibilities as Under Secretary for Political Affairs is to oversee our operations in each of the geographic bureaus, so I've spent a lot of time with Chris Hill and have great admiration for the way he's run our East Asia Bureau over the last 2 and a half years.

Pound for pound, we have no better ally in the world than Japan. We have a very close, nearly symbiotic, military relationship with them. Japan is completely supportive of the United States in institutions like the UN, and we appreciate that. Japan is our strongest political and economic ally in the East Asia region. I think you can make the case that while our foreign policy attention was focused mostly on Europe for the second half of the 20th century, our foreign policy attention in the 21st century will be focused on the Middle East and on South and East Asia. I think the strategic interests of our country are certainly now in those areas more than in Europe.

So Japan is as an ally, a like-minded country that shares our values and interests and a vital partner. We work very closely with the Japanese. They are a member of the Six-Party talks, as well. They are an important part of our effort with Australia, with the Philippines, with the Thai government and others to have a stable military balance of power in East Asia and the Pacific. That's been so important for our country. We are right to focus on Japan and make that relationship as successful as it can be.

SM: *You travel quite a bit around the world, and the general perception is that the U.S. isn't the most popular country in many areas of the world. Is that what you see in your travels?*

Under Secretary Burns: I'm a Foreign Service officer, so I've lived in the Arab world; I've lived in Africa; I've lived in Europe. I've seen my share of anti-Americanism. I know that a lot of us in the Foreign Service and a lot of American citizens who travel are facing anti-Americanism. It's a very distressing thing to experience. It's not good for our country, and it's not good for our power in the world. We want to be a power that is well-regarded, respected and well-liked,



The Under Secretary, right, discusses higher education issues in Chile with Chilean alumni of Fulbright graduate programs in the United States. Alumni and their American universities are, from left, attorney Jaime Arellano, American University; creative media specialist Jose Miguel Tagle, New York University; and educational evaluator María José Ramírez, Boston College.

if that's possible.

We as a country and certainly we as the Foreign and Civil Service have an obligation to do our very best to be effective in the way we approach people, talk to people and work with people around the world. Nearly every Foreign Service officer understands this, but we need to be very respectful of other cultures and sensitive to their religious, cultural and linguistic differences. We as Americans need to convey respect and convey interest. We can do that, and we can also communicate a very clear and positive message to the world that we want peace, that we are about creating stability and that we want to pay attention to the problems that people have.

I know from my recent travels in Chile, Uruguay and Brazil that the biggest issues there are the lack of social justice and poverty alleviation. If America speaks to those issues, we'll be more successful if people think we're committed to help them with those problems.

In Africa where there are HIV/AIDS problems, America is the leading purveyor of assistance in the world. There is poverty, and we've quadrupled our aid. There's a very good story we can tell in Africa.

We also have to understand that anti-Americanism is not a mass global phenomena. In India, for example, the United States is very popular, as is President Bush. We are well regarded in China. In general, we have a fairly good reputation in East Asia and the Pacific. If you look at the recent Pew public opinion poll, the United States has high favorability ratings in most African countries.

There is a higher degree of anti-Americanism in the Middle East, in most of the Muslim countries of the world, in Europe and in parts of Central and South America. We have to understand that it's not just a massive global uprising against American power, but it tends to be centered in certain regions of the world. We need to do our best to combat it, and we have to convince people that we as a country can speak to their aspirations and their interests and be a good and reliable friend.

The United States is the greatest power in the world. Part of the unhappiness with the United States in certain parts of the world is because of the very fact that we are powerful. They see our military, they see Starbucks, they see Microsoft as ever present in their societies. Yet we can convey a sense that we're not arrogant, that we're not unilateralist, that we don't think we can go it alone in the world, that we need friends and allies, that we depend on friends and allies and we do have shared interests. Over time, that kind of a more open and positive spirit can help to address a lot of the anti-Americanism.

We also need to convince people that we're not going to be isolationist. Those are the two twin tendencies of our policy that go back 231 years—isolationism and unilateralism. Most of us in the career Foreign and Civil Service understand that we have to be centered on multilateralism, that America has to lead in the world. Sometimes you have to lead alone, but more often than not we're much better off by trying to win friends, by trying to act multilaterally and by creating alliances so that our soldiers don't

have to do all the fighting and our taxpayers don't have to do all the spending around the world.

I think in this administration we have very much focused on that commitment to multilateralism over the last two to three years. That's certainly been a great priority for Secretary Rice; since she came into office, she has tried very hard to rebuild our regional alliances and to communicate this sense of commitment to the rest of the world.

SM: *We recently ran a cover story on "Dusty-Road Diplomacy" (April 2007). How did you, as a Foreign Service professional, react to that story?*

Under Secretary Burns: I was really fascinated by it. I thought it was a great story. I really admire my fellow Foreign Service officers who are willing to go to difficult, dangerous and isolated places. I think of people like Ryan Crocker, our ambassador in Baghdad, Anne Patterson, our ambassador in Pakistan, Jeff Feltman, our ambassador in Lebanon, and others.

I really admire all the young junior officers who volunteer to go to these places; they're not taking their wives and husbands, they're not taking their children. They are taking some risk, in some cases a considerable amount of risk, just by being there. Our diplomats in Baghdad are under great stress and have lived under extremely difficult conditions.

That's dusty-road diplomacy, and I admire that spirit. We still have it in the Foreign Service. I speak to every A100 class and invite them up here to our offices here on the 7th floor for a cocktail reception to get to know everybody. We're attracting great young people; they are highly educated, they are successful. They could do anything in the world they wanted to do, but they choose to join us. And they are volunteering to go to Beirut, to Bogotá, to Baghdad and to Kabul.

The other thing about the story that I really liked—there is a trend developing in our diplomacy which is very important. We understand that we cannot be just in capitals anymore, especially in large countries in the world—Indonesia, South Africa, Nigeria, Colombia, India, China, Russia. We need to have American-presence posts, one-person posts in provincial cities. Our diplomatic representatives need to get out from those high walls of the embassies and travel throughout the countries. We need to get on the airwaves and talk to people through radio and television and talk to them

personally. Dusty-road diplomacy is not just living in Paris and Brussels; it's getting out in difficult places and showing up and presenting a face of the United States that is going to appeal to people.

There's more and more of that now. Secretary Rice made some very tough decisions over the last two and a half years. We've now transferred more than 280 of our officers from those beautiful palaces in Europe to the tougher countries and tougher places. We've added more than 25 positions in India, more than that in China. We've added to Indonesia, we've added to the Philippines, we've added to Nigeria, South Africa; we've added to Colombia and Venezuela.

Why? Because these are countries that are now more important to us than they were 50 years ago when we established these big embassies in Europe. We can afford to trim a little bit on the size of our embassy in Moscow or our embassy in Rome. And we need people in those big countries in other places than just capital cities; we also need them in provincial cities. And we increasingly need diplomats willing to go out and perhaps live by themselves in a moderate sized provincial city and be the face of the United States for a year.

That kind of diplomacy means getting beyond just the state-to-state relations and understanding that diplomacy means connecting with real people in their daily lives. That kind of diplomacy is increasingly being practiced around the world by the United States, and we will expect that of our younger officers as they proceed in their careers.

We have so many people around the world who are exhibiting real courage in the way they face these daily dangers. When I started in the Foreign Service in 1980, security was just not that big a concern. We didn't live in the age of terrorism, but now we do. It's a fundamental change in the Foreign and Civil Service since I came in. Security has to be Job #1 wherever we are, not just in places like Beirut, but in London and Paris, as well. That does put a strain on people in our service, and it puts a strain on family members, too.

We're just about to commemorate the bombings of August 1998 in Nairobi and Dar es Salaam in ceremonies at Arlington National Cemetery. Think about what happened to our American colleagues and Tanzanian and Kenyan colleagues who were killed that day. Think about the people we lost in September 1983 when Hezbollah blew

up our embassy in Beirut and then blew up the Marine barracks shortly thereafter. And think about the present day threats that Ambassador Crocker and his people are facing in Iraq. It is truly inspiring to see people volunteer to go out and do the job under these conditions—and we must do it.

We as Foreign Service officers commit ourselves to service and to our country, and it angers me to see some of these newspaper stories where people accuse the State Department of not being on the front lines. We are on the front lines in the Provincial Reconstruction Teams throughout Iraq in provincial cities where fighting is very intense. We're in the front lines all over the world, and we're often in the front lines in parts of the world where there is no U.S. military presence. It's just the United States State Department as the face of our society and government. So we're rising to the challenge, and it's great to see our generation do that.

The nature of our work in the Foreign Service is changing where we're more operational. Some of our young officers are running counter-narcotics programs and flying around in helicopters on dangerous missions in Colombia. Other people are running programs to combat trafficking in women and children. While we still need a heavy substantive and analytical content to our work, we all have to be operational, and we're doing it. Our younger officers are particularly doing it very well.

SM: *Let's run through some of the other areas in your portfolio: the Middle East, the hot spot of the day.*

Under Secretary Burns: It is the hot spot. If we had been sitting here 20, 30, 40, 50 years ago, we would have been talking about Europe. Now, it's about the Middle East because it's the most important part of the world to the United States. That's where our vital national interests are engaged. We have a tremendous challenge, and I won't sugar coat it.

Our challenge in Iraq is to help the Iraqi government stand on its own feet and then make sure the commitment we've made—more than 3,600 Americans killed, many more Iraqis—will not be in vain. We'll try to sort this out with the Iraqis and help them achieve greater stability, political and military, on the streets of their country. It's an enormous challenge for the State Department, as well as for the Defense Department and the other U.S. agencies working in Iraq.

In Iran, we face a country trying to

become the dominant power in the Middle East and a nuclear weapons power. After Iraq, there is no higher priority in our entire foreign policy than containing Iran and preventing them from achieving that nuclear weapons capability and preventing Iran from becoming an aggressor toward Israel and the moderate Arab states.

In Lebanon, we've acted decisively and effectively to protect a democratically elected government from Hezbollah, Iran and Syria.

In Israel and the Palestinian territories, Secretary Rice has put her heart and soul into the effort to try to restart the peace negotiations between Israel and the Palestinians.

Those are four issues that are vital to our security; they are all interrelated and our commitment in the Middle East will be the most important thing that we do as a country beyond our shores in the next decade. We have to be smart about the Middle East. We need to train a whole new generation of Arabists, people who speak the language fluently and understand the culture. We need to have people who continue to want to volunteer for the toughest missions possible in Iraq.

SM: Africa.

Under Secretary Burns: I think you could make a case that American policy in Africa is the most successful aspect of our global foreign policy. We are well regarded there. We are a good friend to many African countries. We have quadrupled our economic support to alleviate poverty. We have tried to open up our trade relations. We are by far the largest contributor of assistance to all those people afflicted with HIV/AIDS; in some subcontinent countries, one in every four people is HIV positive. We are the world leader, with President Bush's program, to meet that commitment, to meet that problem head on.

Our malaria and polio programs have also have a great impact in Africa. We've been helpful in trying to resolve some of the civil conflicts. We've been helpful in the Congo. We now have led the way for a UN peacekeeping force to go into Darfur, just agreed to on July 31, and we hope we'll have a similar peacekeeping force to into Somalia. We feel that our policy is correct. I think in Jendayi Frazer, our assistant secretary for African Affairs, we have someone who has done a really brilliant job in putting the weight of the United States into Africa in a very positive way.

We should continue what we're doing and be committed to Africa over the long term and we'll find success there.

SM: Europe; it's still there.

Under Secretary Burns: It's still vital for us because we have the 25 NATO allies in Europe, and our European policy has changed dramatically. From 1917, when Woodrow Wilson put us in the First World War until 1999, when President Bill Clinton put us into Kosovo, our global foreign policy was all about Europe. That was the epicenter of American foreign policy. That's where the rise of the Fascist powers, the Second World War, the Cold War, the Balkan Wars, engaged us.

The Middle East is now that singular object of our interest the way Europe was. But Europe is still important, because we can't be successful in any part of the world—Africa, Latin America or the Middle East—if we don't have the NATO and the European Union countries contributing. NATO and the EU are the largest contributors of peacekeeping troops in the world. They contribute money through the EU for economic development and reconstruction in these areas.

So our European policy has become a function of our global policy. That's been a dramatic change, and Dan Fried, an extraordinarily able career diplomat who has spent his entire career in Europe, has been an unusually effective assistant secretary in managing this transition in the way we work with the Europeans.

SM: Our neighbors, Latin America.

Under Secretary Burns: There's a conventional truism that we can never

forget about our own backyard. We shouldn't, and we're not. President Bush has made 11 trips to the region. Secretary Rice sees clearly that we have to engage in the Americas with a positive agenda.

We have a new biofuels agreement with Brazil, which is very popular there because it allows Brazil and the United States to work together to try to create an alternative energy source for the rest of the countries in the Americas.

We have a free trade agenda; the North American Free Trade Agreement with Canada and Mexico has been a huge success over the last 15 years. We hope now that our free trade agreements with Colombia, Peru and Panama can be approved by the Congress because we know that's going to expand opportunities on both sides of the trade relationship.

We've done well to be involved in the current narcotics struggles in the Andes with Bolivia, Ecuador and first and foremost, with Colombia, our great partner in that region.

The conventional wisdom, if you ask journalists, is that Venezuela's Hugo Chavez and Cuba's Fidel Castro have the upper hand. I don't agree with that at all. They represent the failed policies of the past, of state-controlled and planned economies and nationalizing foreign companies and of authoritarian politics. We now have very good relations with Mexico, Canada, with all the Central American countries, with most of the Caribbean, certainly with Brazil, Colombia, Chile and Peru. Most of the countries in Latin America see things our way and identify with our economic

Under Secretary Burns talks trade with São Paulo, Brazil, Governor José Serra



and political philosophies.

If we are aggressive in the way we promote ourselves and we take on Chavez and Castro in this ideological debate, I think we'll win the debate with the rest of the people in Latin America who believe in democracy and free market economics.

The long-term trend in Latin America should be positive for the United States in that respect. We've never had so many career officers leading our regional bureaus as we do now, with five of the six regional bureaus led by career Foreign Service officers. One of those career officers, Tom Shannon, has been the architect of this transition of our policy in Latin America toward a concentration on poverty alleviation, energy and social justice.

SM: *Let's talk about the Foreign Service. Where do you think it is today and where does it need to go?*

Under Secretary Burns: I think the greatest strength of the Foreign Service is its people. We are very much unlike the Pentagon in that we don't have weapons systems, we don't have a fleet of airplanes, we don't have an armada of ships. We have the human knowledge and the intellectual strength of our officers and of our support staff. That's our comparative advantage. So the most important thing we have to do is to recruit strong, motivated, capable, smart people, and we're doing it.

I meet every class that comes in, and it's a thrill to meet them. We're getting the best people in America. Our young people could go out and make millions on

Wall Street; they could stay at home and be successful in their communities, but they are choosing this vagabond life where we move around the world every two or three years and take our families with us, go from one dangerous post to the next, and they are willing to do it. I don't worry about the people.

I just hope we can support our people better. The Foreign Service is too small. In military terms, we're about the size of two brigades. There are about 6,000 officers, and with the entire support staff included, the Foreign Service is about 9,000 people. That's not big enough. We're being asked to do so much in the world today by the Congress and by our government leaders that we need more people out on the front lines.

We probably need a slightly smaller home base here in Washington and a larger footprint overseas. I think we need to support our people more, increase the size of the Foreign Service, continue the great efforts that Secretary Rice and Secretary Powell have made to get money from the Congress to give us state-of-the-art technology and secure buildings overseas, which are so important for our people and their families.

I'll also say two more things. I think our personnel system is too rigid. I think promotions are too slow. We just promote based on time in class. I would hope that we would develop a more flexible personnel system where our brightest, fastest-rising young people are allowed to be promoted earlier on and quickly. We shouldn't

ask our best young people to wait 10 or 15 years before giving them serious work to do as administrative officers or political officers or consular officers. If people can meet the test of leadership and work early on in their careers, we should promote them very fast. I think our personnel system is too structured and too inflexible, and I for one believe we should loosen it up.

Secondly, I'm very concerned that we need to allow people freedom of choice in what they want to concentrate on in their careers. We've always had this tradition in the Foreign Service that some of us become generalists and some specialists. It is a question of choice. Some of us like to knock around the world and serve in two or three regions and do a lot of different things. I've had a career like that. I didn't know I would have a career like that when I started in Africa. I had no idea what I was going to be doing 25 years later. But some of us need to be generalists. We need to have a pool of people who speak several different languages and have served in different regions and who can serve anywhere in the world.

But we also need to have specialists. We need China specialists; we need Arab specialists; we need African specialists and Latin American specialists. And sometimes you need to let those people develop and focus on that part of the world, on the language, on multiple tours in China or in Latin America and not tell them that to get promoted, they have to check the following boxes and serve in two or three other parts of the world when you really don't want to, and you have to learn two or three other languages. I think that is stultifying to people intellectually and it robs us of having people who, in certain parts of the world, are true experts. We ought to be able to give people the freedom to spend their entire careers as China specialists or as Japan specialists or Arab specialists or Latin American specialists.

I think too often the promotion boards and the precepts for promotions and what the Service tells our young officers is, "You need to be a jack of all trades." Frankly, we need to have people in the next century who understand the Arab world or China inside and out and who speak those languages fluently. You only get there by allowing people the freedom of choice to focus in their careers.

I'm a respectful critic of our personnel system in that regard, as well.

The last thing I will say is this. Secretary Powell did a great thing for us. He brought

The Under Secretary enjoys a quiet moment with Locally Employed staffer Irene Ralli, who works in the U.S. Commercial Service in the U.S. Embassy in Athens.



all these lessons from the Pentagon and from his military service on how to produce great leaders. You train them. You give them training in the beginning, in the middle and at the end of their career. You give them responsibility. You ask people to be good managers and to care about the people who work for them. He was absolutely right about that. I think the Foreign Service is a better service today because we believe more in treating our people well and in leading and in management.

But on the other hand, we can't forget about intellectual brilliance and substantive knowledge. Again, I think the trend in the Foreign Service has been not to reward the person who maybe is our best expert in the Middle East or China or Africa and whose greatest skill may be intellectual strength. We have to reward people like that in our promotion panels.

I think again of George Kennan, and I've told some of our friends this in the personnel system. You might argue that George Kennan was the most outstanding Foreign Service officer of the 20th century. He certainly had the greatest impact of any American diplomat. And yet he was rather bookish; he was focused on one part of the world; he wasn't a generalist and he didn't have a lot of management experience.

If you took the George Kennan of the late 1930s and transported him magically to 2007 and put him as an FS-01 officer in front of a promotion panel and asked should we promote this young man into the Senior Foreign Service, I bet we would turn George Kennan down because he hadn't served in three parts of the world, didn't speak six languages and didn't have significant management experience.

And yet he was George Kennan. He was soon to figure out the American doctrine called containment that guided all of our presidents throughout the Cold War.

So we have some people with enormous intellectual and conceptual skills in the Department and maybe they are not the best managers in the world, maybe they haven't served in six different parts of the world, but let them be rewarded on what they can do intellectually. We have to have room in the Foreign Service to reward not only management brilliance, but also intellectual brilliance. We have a lot of young people who certainly can meet that test.

I've worked a lot with the U.S. military. I was ambassador to NATO, which is a combined State Department-Defense



Under Secretary Burns participates in a roundtable discussion on trade and investment with Brazilian business leaders at the Fundação Armando Álvares Penteado in São Paulo.

Department post. Most of the people who worked with me were military officers. I learned a lot from them. Just take a walk through the Pentagon. Here's a lesson for the Foreign Service and the Civil Service.

There is such tremendous pride in the military. Every Pentagon corridor is a Bradley Corridor, an Eisenhower Corridor, a Marshall Corridor, a corridor named for our campaigns in the Pacific during World War II. We need to do more of that in the State Department.

In our own building we need exhibits about the history of our diplomacy, about great diplomatic achievements and to inculcate in our younger officers diplomatic history, the strength of our diplomatic experience. We should take a page out of the Pentagon book, not just in how we train people—and they are brilliant at that—but how we inculcate into the Civil and Foreign Service pride in the history of who we are and our mission for the United States.

I'm in favor of a diplomatic history museum. I admire what Steve Low has done, that a retired ambassador has made this effort. I think we should have a museum in the Department that talks about what we do for the American people. We should let people come in off the street and visit. Americans who are walking to the Lincoln Memorial could stop here for 30 minutes and see what our people are doing overseas, see what our consular officers do for American citizens when they get in trouble overseas. Tell the story of the State Department. The Pentagon does that brilliantly, and we need to be as brilliant

in the way we talk about ourselves to the American public.

I think this new generation coming into the Foreign Service is as patriotic as any generation before us, but they have a lot of options. They can make a lot more money and do a lot of things outside the government. We need to make it worth their while to stay. Now we expect that, to be patriotic and to serve, but we should also expect to let them achieve and let them rise quickly if they are capable of doing that. I do think our personnel system is outmoded in that respect. It's far too rigid and inflexible.

But I admire Harry Thomas who will, Senate willing and he is confirmed, become the new Director General of the Foreign Service. I think he has tremendous wisdom and experience. I don't want to give him public advice, but I'm confident that under Harry's leadership, we can have a dynamic time in developing a Foreign Service that is truly 21st-century and modern. Ruth Whiteside is playing this role at FSI; she's a great leader of our diplomatic academy over there in Arlington. She's instituted a course in A-100, where we bring in our junior officers. Most of their seven weeks is taken up with administrative functions, but Ruth has instituted a three-day course to teach our young officers about the history of our diplomacy and the history of the Foreign Service. She's right to do it and I fully support that effort. ■

The author is editor of State Magazine and bleeds Dodger blue.

Log on

tracking performance

EMPLOYEE REVIEWS AVAILABLE ONLINE **BY SHANNON GALEY**

A new electronic performance-review tool for management called e-Performance can answer many questions about employee performance reviews: Did it make it into the right hands? Was the right narrative language used? Was it properly placed in their personnel folder?

The Bureau of Human Resources said e-Performance will help managers communicate more effectively with employees and reduce the potential harm to career advancement, pay and morale that can be caused by erroneous information.

A self-service component of the Department-wide human resource system, e-Performance will allow managers and employees to plan, review and approve performance appraisals via the Web-enabled HR Online system. Electronic performance reviews help reduce manual processes, facilitate more accurate appraisals, provide rules-based security links from managers to employees and automate the placing of final appraisals in employees' personnel files. By streamlining performance reviews, HR helps reassure employees that the process is being managed efficiently.

aligning resources

Implementation of e-Performance, scheduled for early 2008, is a major step in HR's five-year effort to eliminate paper processes. By providing users with an easy-to-use electronic workflow application, the Department can better align its resources.

"When we move central roles and responsibilities away from supporting paper processes, we allow core personnel to take a different shape to better serve their organization and the Department's mission," said Veronica Scott, program manager in the HR Executive Office. "It's always been about rightsizing: getting the right people with the right skills to the right place at the right time. The core support mission has not changed."

With numerous e-government initiatives under way, HR specialists' roles are being redefined, changing their support functions and client relationships.

"As many of us know, almost everyone dislikes the performance review process. We're providing tools to make performance management a vital, constructive process," Scott said.

electronic imaging

By phasing out paper forms and automating workflow, e-Performance guides managers and employees through a less-time-consuming performance planning, review and approval process. For managers, the e-Performance process starts with creating work plans for employees, conducting periodic reviews and finalizing performance appraisals. Managers approve these actions via an electronic signature. Employees will be able to use e-Performance to review their performance documents, update and enter notes for performance planning purposes, cut and paste previous appraisals and supporting documentation, and electronically route performance information to their supervisor.

While e-Performance won't write the evaluation, it will help employees and managers write consistent, professional reviews, flag sensitive language and check spelling. Finally, employees and managers will be able to track the exact status of the appraisal in the process, generate late and missing document reports, and create



Veronica Scott

reminder and notification e-mails. To smooth process changes, the software's appraisal forms will look like existing paper-based forms.

e-Performance is expected to be rolled out in time for 2008's Civil Service performance review period. During the pilot-test period, from October to December 2007, employees and managers will have the option of using it or the paper process.

After implementing e-Performance, HR intends to activate the employee self-service and manager self-service modules of the Global Employee Management System and HR Online. These modules will allow managers and employees to request data changes and personal leave or resignations

and review or modify benefits. Managers will experience a sizable reduction in the number of paper-based memoranda they must approve or initiate, HR said.

HR is expanding the number of personnel-related documents available on employees' desktop computers. Via online training, capturing employees' core competencies and creating and processing electronic performance evaluations, HR is giving the Department a credible source to manage the work force, match employees' skills to needs and accurately capture an individual's career path over time. ■

The author is a communications consultant in the executive office of the Bureau of Human Resources.



Gathering to share thoughts on their Rusk Fellowships are, from left, Carolyn Glassman and Kathleen McGowan, current fellows, and Jim DeHart, who will hold a Rusk Fellowship in the coming academic year.

A Year of Living Studiously

FELLOWSHIP CARRIES ON RUSK TRADITION **BY KATHLEEN MCGOWAN**

In 1985, the Dean and Virginia Rusk Fellowship was established at Georgetown University to honor the second-longest-serving Secretary of State in U.S. history and his wife, who played an unusually active role in American diplomacy. Since then, more than 30 mid-level Foreign Service officers have spent a sabbatical year as Rusk Fellows, teaching, researching and writing on foreign affairs issues. They have also mentored students, audited classes, organized speakers' series, and participated in policy working groups and international crisis and negotiation simulations.

Two new Rusk Fellows join the university community each academic year as resident associates at the Institute for the Study of Diplomacy, part of Georgetown's Walsh School of Foreign Service. ISD was founded in 1978 by a group of distinguished former American diplomats, including Ellsworth Bunker and George McGhee, to bring the practitioner's perspective to students and provide diplomats a way to preserve and pass on their experience. Many former

State Department officials remain part of ISD's work, including Ambassador Tom Pickering, ISD board chairman and former under secretary for political affairs, and Ambassador Howard Schaffer, ISD's director of studies and a former principal deputy assistant secretary for South Asia. The Fellowship was established under the leadership of former Under Secretary for Political Affairs David Newsom, ISD's first director, and Peter Krogh, dean of the School of Foreign Service.

A Chance to Reflect

A Rusk Fellowship allows FSOs to step back from the often frantic pace of their work. The fellowship was designed with no strings attached, allowing recipients to tailor the year to their professional enrichment goals. For many fellows, the year is a critical and cherished time to reflect on foreign affairs issues and their professional experiences.

Through ISD, Rusk Fellows gain entree to Washington's larger foreign affairs community and get to meet and work with scholars and foreign policy experts. As former Fellow Mark Pekala, now deputy chief of mission at the U.S. Embassy in Paris, observed, "In the 21st century, the Foreign Service has to take every opportunity to learn and to reach out. The Rusk Fellowship allows us to do both simultaneously—in absolutely the best atmosphere possible."

Most fellows elect to design and teach at least one course at the Walsh School during the year. Recent classes they offered include the graduate seminar U.S. Public Diplomacy: Policy and Practice in Korea, Addressing State Failure: U.S. Policy Prescriptions and Experience (for juniors and seniors majoring in international politics), and Transnational Issues in Southeast Asia (for master's of Foreign Service candidates). The continuing demand for Rusk Fellow-taught courses at Georgetown shows that students, many of whom intend to pursue a career in diplomacy, are enthusiastic to learn from practitioners with recent real-world experience.

Though few Rusk Fellows arrive at ISD with prior teaching experience, many have found teaching and mentoring students to be the most gratifying aspect of the year. Former Rusk Fellow Eric Rubin, now executive assistant to the under secretary for political affairs, said, "Teaching helps me stop and think systematically about what I do for a living, why I do it, and how I might do it better, and it keeps the nonbureaucratic side of my brain active and engaged."

Rubin also noted that teaching helps spread the word about public service and the satisfaction it brings.

"In the 21st century, the Foreign Service has to take every opportunity to learn and to reach out. The Rusk Fellowship allows us to do both simultaneously—in absolutely the best atmosphere possible."

"Year after year Rusk Fellows have been wonderful role models and mentors for Georgetown School of Foreign Service students considering careers in public service," agreed ISD Director Casimir Yost.

Cross-Collaboration

A less heralded benefit of the fellowship is the opportunity to collaborate with foreign affairs officials from other parts of the U.S. government and with foreign diplomats visiting Georgetown University. ISD also hosts fellows from the Central Intelligence



Michael Gfoeller, left foreground, deputy chief of mission at the U.S. Embassy in Riyadh, and his wife, Tatiana Gfoeller, consul general in Jeddah, Saudi Arabia, help American archaeologists at a site in southern Saudi Arabia. Both were Rusk Fellows.

Agency, Army and Air Force, serving as an interagency incubator where working relationships transcend institutional barriers. In an age when the central threat to national security requires a whole-government approach, ISD provides an invaluable opportunity for diplomats, soldiers and intelligence officials to understand the contexts in which their colleagues operate and work together more effectively in future endeavors.

The fellowship was conceived as an opportunity for tandem couples from within the foreign affairs community of the U.S. government to spend the year working together, although many non-tandem FSOs have been selected over the years. Julia Moore held the first Rusk Fellowship, along with her husband and fellow retired FSO Harry Blaney.

"The year was one of the best, and the most enriching, of my professional career," she said. "The chance to collaborate with my husband and even just be in the same place with him was an experience we were never able to replicate in our State Department careers."

The availability of Rusk Fellowships to tandem couples is a fitting tribute to Secretary Rusk and his wife, Virginia, who won lasting admiration within the Foreign Service community for her efforts to support the Department's personnel and mission. Virginia Rusk kept a small office on the 7th floor of Main State and often traveled with her husband, inviting Department officials to put her to work if she could help. Over the course of Secretary Rusk's eight-year tenure, she gained respect for the special personal and professional challenges faced by diplomats and their families. The Rusk Fellowship, an investment in the professional and personal development of future Department leaders, is a most appropriate legacy. ■

The author is on a Rusk Fellowship.

CHANGING PLANS

EXHIBIT SHOWS EVOLUTION OF DEPARTMENT PLANNING **BY JULIA GOMEZ**

The Bureau of Resource Management's Office of Strategic and Performance Planning recently collaborated with the Ralph J. Bunche Library, Foreign Service Institute Library and Office of the Historian on an exhibit titled *The Evolution of Planning in the Department of State—Past, Present and Future*. The exhibit is being shown at locations around the Department, most recently at State Annex 44.

program effectiveness and improve accountability through better stewardship of their funds.

Henrietta Fore, under secretary for management and acting director of U.S. Foreign Assistance, cut the ribbon with other officials at the exhibit's opening at the Bunche Library. The exhibit illustrates the evolution of strategic planning and government accountability, using such documents as the

Department. Also shown are papers from the Office of the Historian on the creation of that office as part of M.

COLLABORATION HIGHLIGHTED

"The Office of Management and Budget, United States Agency for International Development and Department of State work together to strengthen the capacity of performance planning, reporting systems and skills for the benefit of more effective and efficient use of resources that advance the president's highest foreign policy goals," Fore said at the opening reception.

This focus on interagency collaboration led to publication of the revised version of the 2007–2012 State-USAID Joint Strategic Plan, first issued in 2003. The documents, which set forth the Administration's foreign policy priorities and strategic direction, were both displayed.

The exhibit also chronicled the Department's performance-reporting activities by presenting management and performance reports and showing the evolution of the Department's Performance Report and Accountability Report. Those reports were

produced from 1997 to 2001 and were consolidated in 2002 into today's annual Performance and Accountability Report.

The PAR provides program results to Congress, the

president and the public, allowing an assessment of the Department's management of its programs and finances. The PAR has received numerous awards from independent evaluators for excellence in accountability reporting and received multiple recognitions in head-to-head competitions with private sector annual reports. This year, the Department will integrate performance and results data into its annual budget submission to Congress.

The exhibit also displayed the role strategic planning has played in helping the Department shape and refine its mission statement, values and strategic goals, bringing them in line with the Department's changing foreign policy goals and priorities.

SHIFT TO FSI

Following the Ralph J. Bunche Library exhibition, FSI and RM/SPP took the exhibit to the FSI Library during the first two weeks of June. They aimed to have the exhibit coincide with FSI's deputy chief of mission training and reinforce to employees abroad that the mission, values and goals of the Department transcend geographic borders.

The Department intends to bring this exhibit to other State annexes in the coming months. Reports mentioned in this article are available on RM's Web site at www.state.gov/s/d/rm/ or from Kevin Covert at covertkt@state.gov. ■

The author is an intern in the Bureau of Resource Management's Office of Performance Planning.



From left, Assistant Secretary for Administration Rajkumar Chellaraj, Under Secretary for Management Henrietta Fore and Deputy Assistant Secretary for Strategic and Performance Planning Sid Kaplan cut the ribbon to open the exhibit at the Bunche Library.

The exhibit highlights the origins and benefits of strategic planning, codified in 1993 by the Government Performance and Results Act's requirement that federal agencies measure

1875 memoirs of John Quincy Adams. The memoirs depict the then-Secretary of State's effort to create an account for each appropriation that was under the direction of the

We spent three and a half weeks in May with the city of Phoenix under the Bureau of Administration's Management Immersion Program. The program, funded through a grant from the Una Chapman Cox Foundation, seeks to bring new ideas to the Department of State by sending selected officers to explore management practices in well-managed companies and municipalities.

In Phoenix, widely seen as one of the nation's best-managed cities, we met with 12 city departments and more than 100 Phoenix employees, from the city manager to rank-and-file staff. We also attended a city council meeting and the mayor's annual "state of the city" address and received hands-on experience in some city functions, including Public Works and Parks and Recreation.

We wanted to determine, among other things, how Phoenix earned and maintains its good reputation, how it fosters and grows its culture of high employee morale, which quality management and continual improvement programs work, and which of these ideas could be applied in the Department.

What makes Phoenix one of the best-managed U.S. cities? We identified five factors:

- A corporate culture reinforced by a published "vision and values" statement that is in the employee handbook, on posters in virtually every office, on communications from the city manager and even on the back of many employees' business cards.

- Support for change and continual efforts to improve management processes through such actions as managed competition, issuing a balanced scorecard and using process mapping and ISO-9001 certification.
- A focus on training at every level that reiterates the city's values.
- A culture of customer service, collaboration and a sense of ownership and empowerment in which decisionmaking is done by those who carry out the function, and full participation is rewarded.
- A relationship with city constituencies—citizens, community groups, business and employee organizations—that brings them into decisionmaking, reducing conflict and gaining support for government, including for funding increases.

We briefed the leadership of the A Bureau and Bureau of Management officials on our findings and provided the city with ideas for improvement in areas where the Department is more developed, including the purchase card program, electronic funds transfers and computer-aided job evaluation. In this way, the Management Immersion Program was mutually beneficial. ■

Moore is international management resource officer at the U.S. Mission to NATO in Brussels, and Siegel is the U.S. Mission in Germany's senior human resources officer, based in Frankfurt.

Management Immersion Program

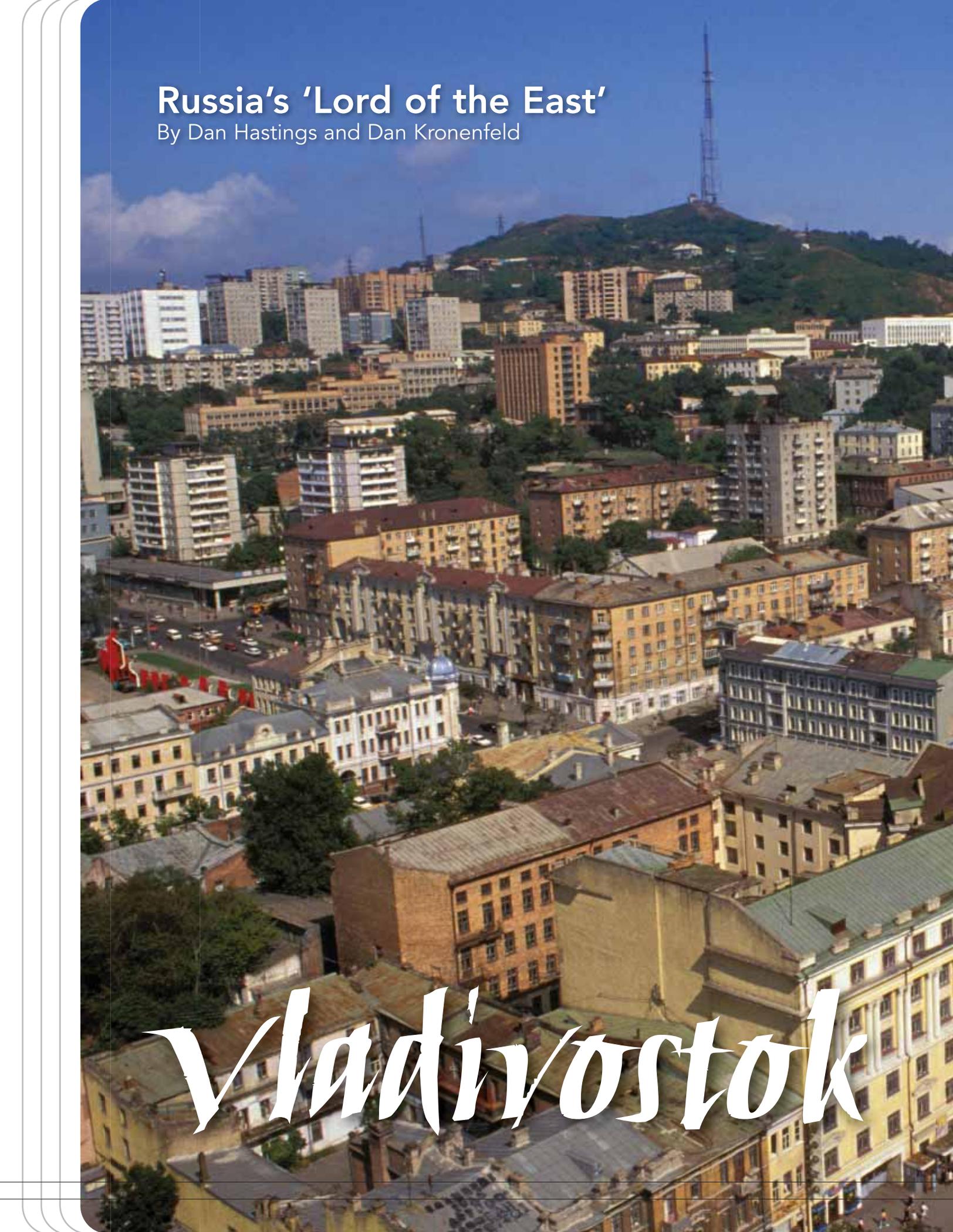
PROGRAM HELPS OFFICERS LEARN FROM CITY
BY ELIZABETH MOORE AND ANDREW SIEGEL

The sun sets on Phoenix, where good city management never sleeps—as two Department employees who worked with Phoenix city government under the Management Immersion program discovered.



Russia's 'Lord of the East'

By Dan Hastings and Dan Kronenfeld



Vladivostok



POST OF THE MONTH>>>

Vladivostok



COUNTRY>>> Russia

CAPITAL>>> Moscow

TOTAL AREA>>> 17, 075,200 square kilometers

APPROXIMATE SIZE>>> Almost twice the size of the United States

GOVERNMENT>>> Federation

INDEPENDENCE>>> August 24, 1991 (from the Soviet Union)

POPULATION>>> 141 million

LIFE EXPECTANCY AT BIRTH>>> 65.8 years

ETHNIC GROUPS>>> Russian, Tatar, Ukrainian, Bashkir and Chuvash

LANGUAGES>>> Russian and numerous minority languages

CURRENCY>>> Russian ruble (RUR)

PER CAPITA INCOME>>> \$12,200

POPULATION BELOW POVERTY LINE>>> 18 percent

IMPORT COMMODITIES>>> Machinery, consumer goods and medicine

EXPORT COMMODITIES>>> Petroleum, natural gas and wood products

INTERNET COUNTRY CODE>>> .ru



Mention of Vladivostok may conjure up images of harsh winters, decaying Soviet infrastructure, post-Communist suspicion and social isolation. Such concerns are more Cold-War myth than present-day reality.

In fact, serving at the U.S. Consulate in Vladivostok gives Foreign Service officers the chance to manage their own section; travel widely throughout one of the world's largest, most awe-inspiring consular districts; and help promote U.S. investment in Russia's booming oil and gas industry.

In the last year alone, the consulate has hosted 1,200 officers and sailors from the command ship of the U.S. Seventh Fleet, worked to preserve the habitat of the Siberian tiger and the Amur leopard, co-

hosted business forums on energy-laden Sakhalin Island, organized NATO's first-ever public diplomacy rally on Russian territory and supported programs to decommission Soviet-era nuclear

submarines. Add Russia's evolving relations with China and North Korea to the mix and Vladivostok becomes a reporting officer's dream.

Dispelling the Myths

As for the myths: Vladivostok is not Siberia. Located at the same latitude as Boise, Idaho, it has warm summers, beautiful springs and autumns, and cold but clear winters. The city has a European-style downtown dating from the late 19th century. Consulate staff live in new, spacious townhouses with a magnificent view over the Golden Horn Bay.

The consulate enjoys excellent relations with official and ordinary Russians. The U.S. Navy and a Washington, D.C., hip-hop band both experienced a warm welcome when they visited this international port city in July. Russia's major metropolitan center on the Pacific, Vladivostok is home to six consulates, several international nongovernmental organizations and a

Vladivostok citizens enjoy the military display by units of the Russian Pacific Fleet during the observance of Russian Navy Day. Below: U.S. Consul General John Mark Pommersheim, third from right, and Public Affairs Officer Dan Hastings, far left, join American and Russian painters last year as they work on a painting that was donated to a maternity hospital in Vladivostok.





Top: Consul General John Mark Pommersheim, second row center in suit, and employees at the U.S. Consulate General pose for their annual staff photo. Above: During a visit to Vladivostok, the U.S. Seventh Fleet Band *Far East Edition*—performs before an appreciative audience in the city's central square. Right: Vladivostok's fabled train station is the beginning point of the Trans-Siberian Railroad. The future Tsar Nicholas II laid the cornerstone in 1891.



PHOTOGRAPHS: ABOVE: U.S. CONSULATE GENERAL IN VLADIVOSTOK; OPPOSITE PAGE: SVETLANA LANDYSHEVA



An aerial view shows Vladivostok's central square, flanked by the historic downtown and Golden Horn bay, on Day of Russia.

number of intrepid expatriates. Finally, Korea, Japan and China are just an hour or two away.

The United States has been engaged in Pacific Russia—the Russian Far East—since 1856, when a U.S. commercial agent was posted to the town of Nikolaevsk. That position then moved to Vladivostok (founded in 1860), where it became a trade mission and, ultimately, a full-fledged consulate.

After the Bolsheviks gained control over the independent-minded Russian Far East in 1923, the consulate shut its doors. They reopened, however, less than two decades

later to facilitate delivery of American Lend-Lease assistance to the USSR; more than half of this crucial aid came through Vladivostok. The consulate closed again in 1948 during the dawning days of the Cold War. Shortly thereafter, Vladivostok was declared a closed city, and even Russians needed special permission to visit it.

With the fall of the Soviet Union, the present consulate reopened in 1992, and marks its 15th anniversary this month. In addition, this year the United States and Russia celebrate 200 years of diplomatic relations.

Self-Reliance

Vladivostok's 700,000 inhabitants are nine hours from Moscow by plane, 9,300 kilometers away by train and seven time zones away by phone. This remove has bred a spirit of self-reliance among Russia's Far Easterners, whose lives are often as affected by events in China and Japan as by those in their own capital. For them, the Trans-Siberian Railroad begins, rather than ends, in Vladivostok.

At the consulate, 7 American and 30 local employees serve a consular district twice the size of India. The consul general, public affairs officer, management officer, political-economic officer, consular officer, information systems officer and general services officer manage a broad array of portfolios and programs covering nine of Russia's largest, most rugged and economically diverse regions. They serve U.S. interests in Pacific Russia as part of the U.S. Embassy in Moscow's team, along with the consulates general in St. Petersburg and Yekaterinburg, and in cooperation with U.S. diplomatic and military missions in East Asia.

Separated by only 58 miles across the

Pacific Russia is an unparalleled playground for the outdoor enthusiast, offering trekking and camping, fly-fishing, helicopter skiing and tiger-watching.

On any night, one can attend classical music performances by Russia's top musicians, see acting troupes or dance ensembles or hear an American jazz band or a symphony orchestra from South Korea.



Top: Vladivostok citizens enjoy a festive night in the central square during May celebrations marking the Year of China in Russia. **Above:** Media Affairs Specialist Dima Motovilov, left, and Public Affairs Officer Dan Hastings enjoy a panorama of active volcanoes while on an outreach visit to Kamchatka. **Right:** Consul General John Mark Pommersheim, standing, joins Vladivostok university students in a digital video conference with Daniel Russell, deputy chief of mission at the U.S. Embassy in Moscow.



PHOTOGRAPHS: ABOVE: YURIY MALTSEV; (FAR LEFT), U.S. CONSULATE GENERAL IN VLADIVOSTOK; (LEFT), FAR EAST NATIONAL UNIVERSITY; (OPPOSITE PAGE), U.S. CONSULATE GENERAL IN VLADIVOSTOK



U.S. Consul for Information Technology David Stansbury, right, prepares for a paraglider flight with his Russian friend and flight instructor in Nezhno village.

Bering Sea, Pacific Russia and the U.S. Northwest have much in common, from trade links to environmental concerns. But the two regions remain in many

ways worlds apart. One of the consulate's primary goals is to reconnect the frontiers between our two countries via mutually beneficial trade, military collaboration, cultural exchanges, academic research and political cooperation.

This is a particularly exciting time to be working in the Russian Far East. The \$12 billion Sakhalin-1 project is one of the world's most ambitious oil and gas developments and one of the largest single foreign direct investments in Russia. The consulate is actively engaged with U.S. firms working in the island's burgeoning petroleum sector. To serve the hundreds of Americans who now live and work on Sakhalin, the State Department in 2006 opened the first-ever U.S. consular agency on Russian soil.

Beyond Sakhalin, the Russian government is planning a \$16 billion infrastructure development program covering

the entire Russian Far East. Looking specifically at Vladivostok, as part of its bid to host the Asia-Pacific Economic Cooperation forum in 2012, the city is drawing up plans for several grand civil engineering projects, including two major suspension bridges, a refurbished airport and new highways, hotels and conference centers.

Day to Day

Life in Vladivostok does have its challenges. Air connections are limited and expensive, infrastructure does not meet Western standards and the diplomatic community is small. English-language education opportunities are limited, although the consulate's dependent children have attended Russian schools with good results.

But the city also has a great deal to offer. On any night, one can attend classical music performances by Russia's top musicians, see acting troupes or dance ensembles or hear an American jazz band or a symphony orchestra from South Korea. Young families can see circuses that draw Russia's top stars, a nationally renowned puppet theater, children's dance ensembles

and a theater for young performers.

Pacific Russia is also an unparalleled playground for the outdoor enthusiast, offering trekking and camping, fly-fishing, helicopter skiing and tiger-watching. In Vladivostok alone, one can cross-country ski in the botanical garden, fish off the municipal piers and paraglide on the city's grassy slopes.

The city's cultural and recreational promise is matched by its growing political and economic importance. With the rise of China, the unpredictability of North Korea, the impact of Siberian and Russian Far East hydrocarbons on international energy security and Russia's aggressive reemergence onto the world stage, Vladivostok offers a rare vantage point on some of the 21st century's most important developments. For those adventurous officers who want to shape some of those developments, Vladivostok, the reemerging capital of Pacific Russia, is for you. ■

Dan Hastings is the public affairs officer and Dan Kronenfeld is the political-economic officer at the U.S. Consulate General in Vladivostok.

Professor Phan Van Giuong from Australia's Victorian School of Languages, standing left, starts off the discussion session following a presentation by consultant Hanh Nguyen, standing right.



Speaking in Tones

Conference Focuses on Improving
Vietnamese Language Skills

By Jane Kamide and Cheryl Hendrickson

Language skills are critical for State Department employees, but some languages are more difficult to learn than others. In particular, tonal languages such as Vietnamese can be a major challenge for speakers of English.

Effective communication in a tonal language depends largely on the speaker's ability to accurately produce the tones that distinguish words. For example, in Vietnamese, the word *ba* can mean "grandmother" or "three," depending on the tone. Because English does not use tone in this manner, it can be difficult for learners to accurately distinguish these tones and produce them correctly.

Historic Conference

To help Department employees gain proficiency in Vietnamese, the University of Maryland Center for Advanced Study of Language, a U.S. government-funded research center, and the Foreign Service Institute organized an international gathering of Vietnamese-language specialists from Australian, Vietnamese and American universities and two U.S. government language schools April 1–3, 2007.

The conference, titled "Tôi Không Hiu: Improving Students' Speaking Success" in Vietnamese, featured academics and teachers presenting papers and demonstrations on the complex tone and vowel

systems of spoken Vietnamese to enhance strategies for teaching pronunciation to U.S. foreign affairs professionals serving abroad. Ambassador Greta Morris, dean of FSI's School of Language Studies, welcomed conference participants, and FSI Director Dr. Ruth Whiteside made the opening remarks. Dr. Anita Bowles, CASL's principal organizer for the gathering; Dr. Charlie Miracle, chair of East Asian and Pacific Languages; and Duy Ho of FSI's Vietnamese Language Section facilitated the conference and the lively discussions that occurred after each of the 15 presentations.

This conference was the first of its kind on teaching Vietnamese



Tran Thi Minh Gioi from Vietnam's National University demonstrates to FSI students the use of visuals for teaching Vietnamese sounds, as conference participants and FSI linguists look on.

pronunciation to English speakers. The presence of language professionals from around the world and from different work settings ensured that different perspectives on the tough issues were heard. Dr. Thannh-Huong Le, assistant professor at the Defense Language Institute, said the diversity of participants from abroad and domestically ensured an enriching environment, which made the conference successful.

"We all share similar goals and professions, so each paper contributed to the total knowledge of each participant," he added.

Similarly, Dr. Kimloan Hill, from the University of California-San Diego, said the conference was the first time she had met with so many Vietnamese teachers simultaneously.

Other participants noted that a key conference theme was that teaching strategies work better when selected based on the students' learning styles. The conference papers and demonstrations highlighted strategies that might be effective in varied contexts. For example, tones might be taught by relating them to musical notes, creating visual aids such as vowel and tone charts, or illustrating proper tones in poetic rhythms.

Lasting Impact

The conference produced several initiatives. CASL and FSI will jointly consolidate the conference materials to identify best practices for teaching Vietnamese to English speakers. In addition, FSI's Vietnamese Language Section teaching staff has begun discussing innovations they would like to bring to the teaching of that language's phonology—improvements resulting from the conference's information and their fruitful interchange with

colleagues from around the world. The conference built a durable international network of Vietnamese-language professionals who are staying in contact by e-mail and will undoubtedly continue to share their professional experiences and teaching strategies.

Further Efforts

Meanwhile, FSI's School of Language Studies is implementing an ambitious program of staff and program development to address cultural and linguistic changes in Vietnam, and to provide diplomats new tools to carry out Transformational Diplomacy in Vietnam. Working with the bureaus of East Asian Pacific Affairs

and Human Resources and U.S. missions in Hanoi and Ho Chi Minh City, the School of Language Studies has developed a "Vietnamese Action Plan" to explore ways to enhance training at FSI and in Vietnam. A School of Language Studies working group

Effective communication in a tonal language depends largely on the speaker's ability to accurately produce the tones that distinguish words.

is looking at such approaches as bringing instructors from Vietnam to supplement the instructional staff at FSI, providing end-of-training immersions in Vietnam and even extending the length of training for this difficult language. Finally, the School of Language Studies has also collected and written new material that focuses on topical issues and job-specific language for Department employees doing public diplomacy, consular, security and other work. ■

Jane Kamide is the Department's representative on CASL's U.S. government board of directors and Cheryl Hendrickson is a knowledge transfer consultant for the board.

IT'S a SNAP

DEPARTMENT AIDS OVERSEAS FAMILY MEMBER EMPLOYMENT **BY AIDA SACKS**

The lack of family member employment is a main cause of overseas assignment failure in the private sector. Given that it costs the State Department almost half a million dollars to move a direct-hire employee to post, it's important to assist qualified family members in finding meaningful employment overseas.

A 2006 worldwide family member survey by the Family Liaison Office (*State Magazine*, July/August 2006) found family member employment is a vital recruitment, retention and quality-of-life issue. Foreign Service families are often dual-career, dual-income couples who weigh the availability of continuing employment when bidding

on overseas posts.

From its start in 1978, FLO recognized employment as a top concern. To promote family member employment, FLO negotiated bilateral work agreements to allow family members to work in the local economies of host countries. There are now 107 bilateral work agreements and 46 de

facto arrangements to allow local employment in nearly every country with U.S. diplomatic posts.

Currently, about 25 percent of all family members under chief of mission authority work inside the mission. Predicted budget restrictions in the future will likely impact the hiring of family members inside the mission, however.

LOCAL JOBS NEEDED

Therefore, employment options must be found locally, and professional training must be provided to family members not currently employed. The 2006 survey found that 75 percent of Foreign Service family members have at least a university degree; of these, half also have a graduate or professional degree in such fields as education, business, health and law. These professionals could work for local



With SNAP's help, Victor Williams founded a firm that helps diplomats in South Africa find, finance, insure, repair and sell vehicles. With expansion, it now also offers duty-free shopping and business consulting and arranges safaris and cell phone service.

PHOTOGRAPH: ED WARNER

and global businesses, especially since multinational corporations and telework are expanding.

To boost family member employment, FLO created the Global Employment Initiative/Strategic Networking Assistance Program in 2002. The program provides employment services and resources to 40 posts through 24 SNAP global employment advisers and serves nearly 9,000 family members and members of household. GEI/SNAP has successfully placed more than 1,200 family members in jobs around the world in industry, commerce, government, nongovernmental organizations and academia.

GEAs provide job placement, career coaching and leadership support and help with resume preparation, interviewing and job searches. A survey found that assistance in finding employment and supporting the employment needs of family members were the most important benefits GEI/SNAP offers; 93 percent of GEI/SNAP users surveyed supported continuing and expanding the service and 70 percent said GEI/SNAP is very important when bidding on future posts.

FLO's Global Employment Initiative works at the headquarters level with multinational companies, NGOs and academic institutions to develop networking and identify employment leads. FLO has a no-cost partnership with Manpower Inc., which provides career development services and online training opportunities for family members worldwide.

HIGH SATISFACTION

GEI/SNAP participants express high satisfaction for successfully sustaining and developing their careers overseas. The program has helped family members find jobs in their fields and establish home businesses globally. For example, GEI/SNAP recently placed a client with a multinational company at a six-figure salary.

Here are a few other GEI/SNAP success stories:

>>> On arriving in Panama, Charles Todd Apple met with FLO's SNAP coordinator, who noted his experience in music and theater and arranged a meeting with the director of the International School of Panama. Apple got a job as the director of the school's drama program and as a full-time teacher. The coordinator also managed to work in an agreement with the school on fulfilling Apple's Air Force commitment.

>>> A psychotherapist with 33 years of experience, Jim Collins attended a SNAP workshop on Web-based entrepreneurship and decided to extend the Internet-based counseling program he had developed. He now has clients around the globe.

>>> Victor Williams discussed his U.S. experience in selling vehicles over the Internet with Pretoria's GEA, who suggested using his experience to target the diplomatic community in South Africa. Williams created Douglas Diplomatic Services, which is named for his son and provides special deals and rates for the diplomatic community.

>>> In Lima, Christine Elsea Mandojana worked with SNAP to grow her business by offering free seminars on financial planning and taxes. Both seminars were well attended. Now SNAP is coordinating video teleconferences for her to deliver financial planning and tax presentations to the U.S. Embassy and Consulate in neighboring Ecuador.

SUCCESS BREEDS SUCCESS

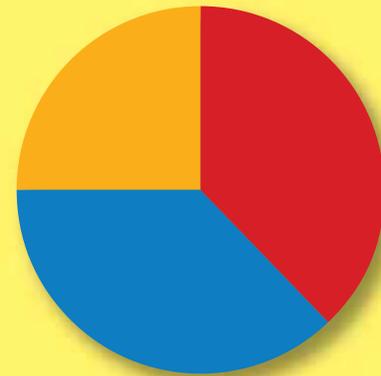
As GEI/SNAP expands, so do its contacts. GEAs share their information and contacts with other GEAs and CLOs, and GEI/SNAP graduates share job leads with GEI/SNAP. As these networks grow, the opportunities for family members to find meaningful employment will grow. For more information about FLO's programs, visit its Web site at www.state.gov/m/dghr/flo. ■

The author is the GEI/SNAP coordinator.

BY THE NUMBERS

CHART 1

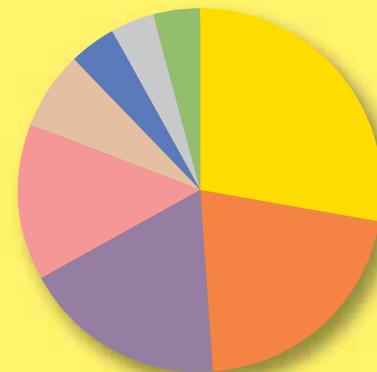
Talent Pool of Foreign Service Family Members



- High-End Executive Level
- Emerging Level
- Mid-Executive Level

CHART 2

Companies by Industry That Employ Foreign Service Family Members



- Educational Institution
- Home-Based Business
- Consultants
- Locally Based Employer
- Multinational Corporation
- Foreign Government
- Local NGO
- International NGO

THE REAL
24

OFFICE FIGHTS WORLDWIDE TERRORISM
BY SARAH DAVID

The work of the Office of the Coordinator for Counterterrorism often evokes images of the hit TV series *24*. Yet, unlike the show's impulsive, seemingly invincible main character, S/CT employees undertake counterterrorism with discipline and determination, working closely with their colleagues from the State Department and other agencies. Armed with a high-visibility mission and extensive knowledge and experience, S/CT's staff devises and implements effective counterterrorism strategies to protect American interests worldwide.

S/CT does, however, have its *24* moments. Erik Rye, S/CT's adviser for Hostage Affairs, said S/CT officers in Iraq "were intimately involved in hundreds of hostage cases, including rescues and recoveries.

"They worked with other agencies to ensure that useful information was collected and shared. S/CT staff served as a central node around which interagency hostage recovery efforts could coalesce and were often instrumental in bringing creative solutions to hostage recovery." According to S/CT, a successful strategy to defeat terrorists must be holistic. S/CT achieves this through its four directorates: Regional and Transregional Affairs; Homeland Security; Operations; and Programs, Plans, Press and Public Diplomacy.

WORKING REGIONALLY

S/CT has the lead in coordinating international counterterrorism efforts throughout the U.S. government. The office developed a program of Regional Strategic Initiatives, which are field-driven efforts that provide the framework and tools to work with U.S. ambassadors and interagency representatives in key areas where terrorists operate.

Brian Phipps is a regional affairs officer for the RSI

encompassing the nations of the Horn of Africa, including Djibouti, Eritrea, Ethiopia, Kenya, Mauritius, Sudan, Tanzania, Uganda and Yemen. He compares the RSI's coordination to that of an orchestra: Each ambassador has a distinct voice, but the RSI combines everyone's efforts into a clearly articulated whole.

After developing a common assessment of a region's terrorism challenge, the country teams, combatant commands and other interagency partners collaborate, using all the tools of statecraft. Although a relatively new concept, RSIs are generating positive results. For instance, the chiefs of mission in the RSI composed of the nations that are neighbors of Iraq at one point identified a need for improved communication and coordination among the nations of that region regarding the interdiction of foreign fighters into and out of Iraq. U.S. Ambassador to Jordan David Hale then met with Jordanian officials to bring officials from 14 neighboring countries together to discuss improving their biometric data sharing. The Jordanians plan a follow-up strategy meeting later this year.

"Those of us who work on the RSIs are coordinators, not implementers," said Patrick Worman, an S/CT regional affairs officer whose portfolio includes the Eastern Mediterranean. "In this case, S/CT relied on the Jordanians and other government agencies to bring pragmatic expertise while we ensured smooth communication and execution."

To further regional counterterrorism cooperation, the RSI program is creating the first regional counterterrorism positions in the field. In 2007, four new Foreign Service positions based in Ankara, New Delhi, Kuala Lumpur and Nairobi will be created to

S/CT's Gary Novis, left, and Brian McGrath, right, of the U.S. Embassy in Sanaa, discuss narcotics trafficking, money laundering and terrorist financing with members of Yemen's General Anti-Narcotics Directorate.





Above: A journalist, left, and S/CT officer Erik Rye, then director of the Hostage Working Group in Baghdad, visit a site in Iraq where an American hostage was rescued. Right: Ambassador Dell L. Dailey is sworn in as the Department's coordinator for counterterrorism by Secretary of State Condoleezza Rice.



manage the counterterrorism portfolio and oversee RSIs in their regions. Work is already under way to expand the number of counterterrorism officers overseas for the 2008 summer cycle.

These officers will work with country teams and counterterrorism working groups in U.S. embassies and with host-government counterterrorism officials, partner-nation diplomats and regional organizations. Just as S/CT officers work the interagency environment in Washington, the new counterterrorism field officers will coordinate and implement the RSI recommendations of ambassadors overseas.

GETTING RESULTS

Since terrorists operate regardless of borders, the RSI concept allows the U.S. government to use counterterrorism programming to strengthen regional and transnational partnerships and operate regionally.

“Terrorists exploit ungoverned and undergoverned spaces, so the RSI provides programs that can help countries better manage these areas,” said Phipps.

The Antiterrorism Assistance program, for example, provides partner countries with training, equipment and technology to increase their capabilities to find and arrest terrorists, and to build the kind of cooperation and interactivity among law enforcement officers that has lasting impact. For example, efforts of the RSI in East Africa led the ATA program to work with Kenya on developing a self-sustaining maritime security program.

GLOBAL BATTLE

Fighting terrorism requires a global strategy and response. S/CT works to advance U.S. counterterrorism through international organizations such as the United Nations and regional organizations such as the Organization of American States. Partnering with multilateral organizations allows S/CT to create an international framework of counterterrorism requirements, practices and mechanisms to coordinate globally and regionally. In addition, international cooperation is essential to such work as intelligence collection, law enforcement coordination, financial sanction imposition and financial regulation.

With the Bureau of International Narcotics and Law Enforcement Affairs, S/CT cochairs the interagency Terrorist Finance Working Group. TFWG identifies the countries most vulnerable to terrorist financing and evaluates priority countries' counterterrorism finance and anti-money laundering regimes. TFWG offers nations tailored technical assistance on terrorist financing, supporting U.S. and international efforts to block terrorists' funding and dismantle their financial networks.

S/CT's Terrorist Interdiction Program helps priority countries enhance their border security. TIP provides participating countries with a computerized

PHOTOGRAPHS: (TOP) ERIK RYE; (BOTTOM) MICHAEL GROSS; (OPPOSITE PAGE) JILL MURPHY

watch-listing system to identify suspect travelers as they enter by air, land or sea and complements other U.S. efforts to enhance the security of aviation, borders, computer networks, maritime operations and transportation.

“The work we do is high-visibility, and by coordinating with our allies, we magnify the impact of what we do,” said Patty Hill, director of the Counterterrorism Finance and Designation Unit. The unit works with other nations to isolate terrorist groups and individuals and deter donations and contributions to terrorist organizations.

LIVES AT STAKE

Peter Dees and Mike Jakub staff S/CT’s Technical Programs Office, which oversees the interagency and international Technical Support Working Group in conjunction with the Department of Defense. TSWG develops counterterrorism technologies, based on input from interagency and international partners. Dees said he values working in S/CT because solving the problems TSWG deals with can save the lives and improve the effectiveness of U.S. military personnel and diplomats overseas and first-responders at home.

S/CT’s Office of Operations leads the Foreign Emergency Support Team, an interagency crisis-response team that is dispatched by the Deputies Committee of the National Security Council within hours of an overseas terrorist incident or is sent preemptively, based on credible threat reporting. FEST is deployed globally, responding to the 1998 East Africa bombings in Nairobi and Dar es Salaam and the October 2000 USS *Cole* attack in Aden, Yemen. It has led hostage recovery efforts; for example, in Quito, Manila, Lagos, the Gaza Strip and Baghdad. The office also plays a central role in coordinating the congressionally mandated Top Officials exercises (*State Magazine*, June 2005), domestic and international exercises designed to strengthen the nation’s capacity to prevent and respond to a potential large-scale terrorist attack involving weapons of mass destruction.

In Iraq, the director of the Office of Hostage Affairs has, since 2004, been drawn from the staff of the Office of Operations. Sometimes, S/CT officers have coached local hostage negotiators in Iraq, based on advice from hostage experts at the FBI and Scotland Yard. On other occasions, S/CT officers have rushed critical information into the International Zone to share with the hostage team. Officers have also organized helicopter missions to recover witnesses or

information in remote locations, working with the embassy’s contractor for helicopter security flights. Hostage Affairs officers from S/CT also led interagency teams into the Red Zone to meet with their Iraqi counterparts to build partnerships on hostage cases.

The Department’s efforts to prevent and respond to terrorism are supervised by the S/CT Homeland Security Directorate, which works with the Department of Homeland Security and intelligence community on U.S. security and emergency preparedness issues. S/CT also chairs the Department’s Homeland Security Coordinating Committee, which brings together Department bureaus and offices with homeland security responsibilities to exchange information, review issues and frame or decide major policy matters on homeland security.

NEW LEADER

This summer, Ambassador Dell L. Dailey became the Department’s new coordinator for counterterrorism, the head of S/CT. Ambassador Dailey said he looks forward to continuing



Gary Novis, second from left, talks with Ahmed Abdul Rahman Al-Samawi, third from left, governor of the Central Bank of Yemen, about risk prevention and other issues in Yemen’s financial institutions.

S/CT’s successful programs and sees potential for future projects.

“Over the long term, we will only win the War on Terror if we eliminate the underlying conditions that terrorists exploit,” Dailey said. “The Department, with support from our interagency partners, leads this effort. Working to build capacity with our partner nations, who have the political will but lack resources and/or capacity, is vital to this effort. We will continue to examine additional regions that can benefit from the RSI approach.” ■

The author is an intern in S/CT’s Homeland Security directorate.

Buckle Up

SEAT BELTS STILL SAVE LIVES BY DAVID NEEDHAM

“I just don’t think to use it.”

“They are so restrictive, and I can’t move freely when I use it.”

“But I really don’t need to wear one when I’m in the back.”

These are some of the reasons given for not wearing a seat belt. Such comments would not find a receptive ear in Secretary Condoleezza Rice’s vehicle.

“I always wear my seat belt, and insist anyone who rides with me wears theirs too,” Secretary Rice affirmed.

PHOTOGRAPHS: (ABOVE) CORBIS; (OPPOSITE PAGE LEFT) SEDAT MEMETOV; (MIDDLE) DEYANIRA MATTAR-SANGIOVANNI; (RIGHT) COLBY COOPER



From left: The crash of an embassy vehicle in Ashgabat, Turkmenistan, killed one person, but the crash shown at center, involving a mission vehicle in Santo Domingo, caused no injuries. Both involved single-vehicle rollovers of sport utility vehicles, but in the Santo Domingo crash seat belts had been used. Right: If you ride with the Secretary, you WILL buckle up.

Reducing the Odds

Seat belts are the primary safety device that protects vehicle occupants during a crash. While they work together with air bags, seat belts are more important. Research published by the National Highway Traffic Safety Administration indicates that lap/shoulder safety belt use reduces the risk of fatal injury to front-seat passenger car occupants by 45 percent and reduces the risk of moderate-to-critical injury by 50 percent. For light trucks, including popular sport utility vehicles, safety belts reduce the risk of fatal injury for occupants by 60 percent and moderate-to-critical injury by 65 percent.

The severe injuries suffered by New Jersey Governor Jon Corzine in a high-speed crash on the Garden State Parkway recently were in the media spotlight. A passenger in an SUV that hit a guardrail, Corzine was not wearing his seat belt. His injuries, including a broken leg, broken collarbone and 11 broken ribs, put him in a trauma center for 18 days.

Less publicized was the serious crash this year involving one of the Department's own: Under Secretary of State Nicholas Burns. He was a passenger in an embassy SUV in Israel, traveling about 70 miles per hour when the driver lost control of the vehicle in a heavy downpour. The vehicle struck a guardrail nearly head-on, spun around across the highway and hit a concrete barrier. Unlike Governor Corzine, Under Secretary Burns walked away from the crash with only bruised and broken ribs. The difference: seat belt use.

"I truly believe I would have been severely injured or worse had I not worn my seat belt," he said later.

Walk Away

Even in serious accidents such as vehicle rollovers, the Department's overseas experience confirms that we're more likely to walk away when we wear a seat belt. In 10 single-vehicle rollover crashes since 2004, 15 people who were wearing seat belts had relatively minor or no injuries while the one person not wearing a seat belt was killed.

Overseas, inadequate road design and construction, weak or nonexistent traffic enforcement and aggressive host country drivers all increase the daily risk of driving. Many regions do not have highly developed emergency response systems and advanced trauma centers. The World Health Organization reports that as developing countries increase vehicle use, road traffic injuries are expected to become the third-leading cause of death and disability worldwide by 2020.

Department policy and a presidential executive order require all occupants of official vehicles to wear a seat belt. In your personal vehicle, it is a choice—your choice—to protect yourself or not. On your next trip, wearing a seat belt might save your life. Seat belts reduce the chance of being killed or seriously injured in an accident by more than half.

Improve your odds today by buckling up—every ride, every day. ■

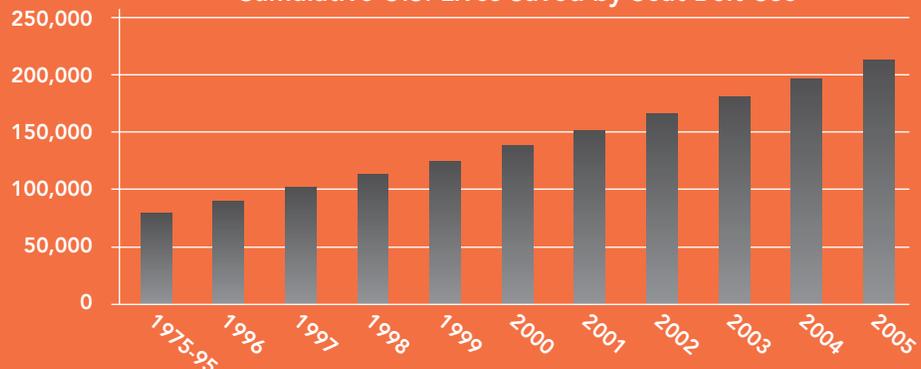
The author is the director of the Safety, Health and Environmental Management division.

BY THE NUMBERS

Since 1975, an estimated 210,000 lives have been saved in the U.S. alone through the use of seat belts.

Source: NHTSA Traffic Safety Facts, 2005 Data

Cumulative U.S. Lives Saved by Seat Belt Use



BY JOHN BENTEL

Piano Student Recital is Cultural Series Highlight

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series recently presented concerts featuring talent ranging from saxophonists and pianists to a contralto.

A recital by pianist Frank Conlon paid tribute to the music of the late Emerson Myers. Conlon, a professor emeritus at The George Washington University and music director at Temple Rodef Shalom in Falls Church, Va., is an accomplished soloist, accompanist and teacher. He delighted the audience with *Three Preludes* and *Rhapsody in Blue* by George Gershwin and played works by Myers, including *Gavotte and Musette*. Myers touched many lives with his enigmatic music and taught both Conlon and Caryl Traten Fisher, director and founder of the Cultural Series.

Anne Quinn led off the yearly recital of Fisher's piano students, playing a delightful *Minka*, a Russian folk song. Returning for his third recital, Dana Floyd presented a satisfying *Symphony No. 40 (First Theme)* by Wolfgang Amadeus Mozart. Anne

Kennedy beautifully performed Tansman's *Repose*. Elena Campbell presented polished performances of Aleksander Tansman's *Au Jardin* and *Arabian Nights*. Yoko Sawanobori admirably performed Mozart's *Minuet* from *Don Juan*. Carol Hoffman played Tansman's *Petite Reverie* sensitively. Diana Walker played Muzio Clementi's *Prelude in D Minor*, Franz Schubert's *Scherzo* and Bo Hansson's *Enchantment* with great achievement.

Longtime State of the Arts supporter Sam Brock showed off his musical talent by playing Johann Sebastian Bach's *Prelude #22 Well-Tempered Clavichord* and Chopin's *Prelude Op. 28, No. 20*. Mae Skonsupa Vannasaeng offered a splendid performance of two Brazilian composers' works, Heitor Villa-Lobos' *Cantilena No. 2* and Francisco Mignone's technically difficult *Valsa de Esquina #9*. Contralto Natalie Carter, accompanied by Brock, sang spirituals—a fitting close to the recital.

Saxophonist Maureen Walsh, supported by saxophonist Jeremy Baker, delighted the audience with some avant-garde music, tempered by the music of Astor Piazzolla. She

has won the National Symphony Orchestra Young Soloists competition and the Baltimore Music Club competition in the instrumental division. She is in the master's

handed, but these accomplished pianists were in complete unison and were applauded resoundingly.

Natalie Carter, who has appeared many times in the



Elena Campbell, a high school student who is studying piano with Caryl Traten Fisher, prepares to play at a recent State of the Arts performance.

degree program at the Peabody Conservatory of Music.

Gala Gurinovich and Monika Mockovcakova simultaneously played on the same keyboard. Gala earned a master's degree in piano from Tel Aviv University and Monika is pursuing her doctor of music degree from the University of Musical Arts of Bratislava, Slovak Republic. It is difficult to play four-

Cultural Series, presented an outstanding performance of spirituals, accompanied again by Sam Brock. She received her vocal training at the Peabody Conservatory of Music. *I Want Jesus to Walk with Me* was an audience favorite. ■

The author is a computer specialist in the Executive Secretariat.

MARK YOUR CALENDAR



SEPT 05

Mezzo Soprano Carol Weiss Riches, Music in the Parlor

SEPT 19

Second Annual Talent Show

OCT 03

Magictainment

OCT 17

Dr. Stephanie Bruning, Lecture/Recital, American-Indian Music

NOV 07

Steven Kline and Hawaiian Dance Troupe

Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.



U.S. Ambassador to Guinea
Phillip Carter III of Virginia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Guinea. Previously, he was director for West African Affairs. He was deputy chief of mission in Antananarivo and Libreville and also served overseas in Dhaka, Lilongwe, Winnipeg and Mexico City. He is married and has two sons.



U.S. Ambassador to Micronesia
Miriam K. Hughes of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Federated States of Micronesia. Previously, she was U.S. deputy representative to the U.N. Economic and Social Council. Her overseas postings include Santo Domingo, Quito, Bangkok, London, Thessaloniki and Mexico City. She has a daughter and granddaughter.



U.S. Ambassador to Saudi Arabia
Ford M. Fraker of Massachusetts, an investment banker, is the new U.S. Ambassador to the Kingdom of Saudi Arabia. He has been a banker in the Middle East for more than 30 years. Most recently, he was managing director and chairman of Trinity Group Limited, a private investment banking firm in the United Kingdom that he cofounded. He is married and has three children.



U.S. Ambassador to Afghanistan
William B. Wood of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Islamic Republic of Afghanistan. Previously, he was ambassador to Colombia. Before that, he was principal deputy assistant secretary and acting assistant secretary in the Bureau of International Organization Affairs. He has served abroad in Latin America and Europe.

retirements

FOREIGN SERVICE >>>

Busbee, Jack W.
 Chamberlin, John W.
 Columbus, Cris
 Emmerson, Karen L.
 Fergin, Gregory G.
 Flavin, Jefferson J.
 Gray, Jane
 Kennon, Mark R.

Kepp, Elizabeth Jane
 Leclerc, Norman J.
 Rabby, Avraham
 Rowell, Sue Ann
 Smith, Carolyn A.
 Smith, Janice G.
 Stigliani, Patricia McGuir
 Winegar, John Michael

CIVIL SERVICE >>>

Allen, Harry Michael
 Anderegg, John A.
 Berzins, Patricia C.
 Bullock, Joseph
 Burnett, Irene C.
 Clifford, Kathleen M.
 Dale, Cathleen B.

Gibney, Jon M.
 Grummon, Stephen Ray
 Hall, Deborah A.
 Keffer, Donald C.
 Lyle, Barbara M.
 Mickens, Henrietta D.
 Nichols, Joyce F.

Persiko, Robert D.
 Rohlf, John S.
 Smarr, Marilyn O.
 Suslov, Ilya
 Taylor, Donna R.
 Thyen, Lloyd N.



Anthony G. "Tony" Freeman, 72, a retired Foreign Service officer, died May 5 of cancer at his home in Bethesda, Md. He served in the Army. He joined the Department in 1961 and served overseas in Argentina, Spain, Bolivia, Brazil and

Italy. He was the first deputy assistant secretary responsible for international labor affairs in the Bureau of Democracy, Human Rights and Labor. After retiring in 1994, he spent 10 years as director of the Washington office of the International Labor Organization. He enjoyed hiking and reading.



Alfred Giovetti, 89, a retired Civil Service employee, died July 5 in Reston, Va., from complications due to a heart attack. He served with the Office of Strategic Services in World War II before joining the Department in 1946. He eventually became special assistant to the deputy assistant secretary for Communications and managed the Department's overseas telecommunications network operations. After retiring in 1979, he worked as a communications consultant for 10 years.

He eventually became special assistant to the deputy assistant secretary for Communications and managed the Department's overseas telecommunications network operations. After retiring in 1979, he worked as a communications consultant for 10 years.



Martin Y. Hirabayashi, 91, a retired Foreign Service officer, died June 14 of natural causes in Edina, Minn. He served with the War Department before joining State and, later, the Foreign Service. He served on the U.S. delegation to the

Kennedy Round trade negotiations in Geneva and had overseas tours in Tokyo, Helsinki and Stockholm. After retiring to Edina in 1976, he promoted world trade and U.S.-Japanese cooperation.



Richard Lee Hough, 81, a retired Foreign Service officer, died June 18 of congestive heart failure in Bethesda, Md. During 30 years with the U.S. Agency for International Development, he served overseas in Japan, Taiwan, the Philippines,

Vietnam and the Dominican Republic. After retiring in 1984, he worked on agrarian reform in Central America. Later in life, he formed a family horse-racing enterprise.



Dorothy M. Jester, 92, a retired Foreign Service officer, died August 21, 2006, from congestive heart failure in Tucson, Ariz. She served overseas in Munich, Mexico City, Mexicali, Managua, Bonn, Santiago and Santo Domingo. She

retired to Guadalajara in 1972 and later moved to Tucson. She loved music, art, theater, books, bridge and dachshunds.



Vernon L. Merrill, 91, a retired Foreign Service officer, died April 30 of congestive heart failure in Longbranch, Wash. He served in the Navy during World War II. He joined the Department in 1952 and served overseas in Israel,

Teheran, Bonn and Monrovia, where he was acting ambassador. He retired in 1968 and settled in Longbranch in 1979.

S.I. Nadler, 91, a retired Foreign Service officer, died July 3 in Washington, D.C., after a brief illness. He served in the Office of Strategic Services during World War II before joining the Central Intelligence Agency. He later joined the U.S. Information Agency. He served overseas in Tianjin, China; Singapore; Taipei; Buenos Aires; and Ankara. He was a frequent contributor to the *Foreign Service Journal* and served on its editorial board.



Elizabeth Steere Routt, 95, widow of retired Foreign Service officer Garland Routt, died June 5 in Melbourne, Australia. She served with her husband on assignments with the U.S. Information Agency in Dublin, Kingston, Port of Spain and Rangoon. In 1987, she moved to Melbourne. She was active in the League of Women Voters in Washington and Melbourne. She was an avid reader and concertgoer and enjoyed needlework.



Thomas G. Weston, 62, a retired Foreign Service officer and former ambassador, died April 3 of lung cancer in Falls Church, Va. He joined the Department in 1969 and served overseas in Kinshasa, Bremen, Bonn, Brussels and Ottawa, where he was chargé d'affaires. He last served as special coordinator for Cyprus. After retiring, he was a distinguished visiting lecturer in the School of Foreign Service at Georgetown University.



Harold C. Vedeler, 103, a retired Foreign Service officer, died May 8 at his home in Gainesville, Va. After joining the Department in 1944, he was concerned primarily with eastern and central European affairs and served overseas in Prague and Vienna. After retiring in 1965,

he wrote a history, *The World in the Crucible, 1914-1919*. He enjoyed traveling and entertaining.

Robert Einar Zimmerman, a retired Foreign Service officer, died Dec. 24, 2006, of cardiopulmonary arrest caused by lung cancer in Burke, Va. He served in the Air Force. He joined the Foreign Service in 1978 and served overseas in Brussels, Jerusalem, Algeria, The Hague, Thailand and Switzerland. He retired in 2001.

IN THE EVENT OF A DEATH

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

Meeting Challenges

As Under Secretary for Political Affairs, R. Nicholas Burns is the Department's senior Foreign Service officer. Since joining the Department in 1980, he has traveled many diplomatic roads and witnessed monumental changes throughout the world. He and his generation of FSOs helped end the 20th century's Cold War, and then pitched in to help rebuild the chaos that resulted from the disintegration of the old Soviet Union. He and his colleagues have since practiced the diplomatic arts on the front lines of several hot wars, some brief, others not so brief.

Under Secretary Burns has walked the corridors of the White House, climbed the steps of the Acropolis in Athens and marveled at the Egyptian pyramids in Giza. He has advised presidents, hosted kings and prime ministers and worked with generals and admirals, all with his eye on the Foreign Service grail—applying official foreign policy throughout the world in ways that best serve the interests of the United States of America and its people.

In an exclusive *State Magazine* Inner-View, Under Secretary Burns shares his vision of the world—hot spots, bright spots, simmering spots and everything in between—and also describes what the Foreign Service must be to meet the challenges of the 21st century.

It's been a rough year for our colleagues in Consular Affairs, as an unprecedented demand for passports collided head on with reduced budgets and the requirements of the Western Hemisphere Travel



Initiative. However, under the calm leadership of Assistant Secretary Maura Harty and with an outpouring of volunteer support from throughout the Department, CA responded to the challenge with typical zeal. Opening the new Passport Center in Hot Springs, Ark., also helped. The center has one job and one job only—physically

producing and mailing the passport books themselves. The separate printing center frees traditional passport agencies to focus on processing and adjudicating passport applications.

You could say CA answered the crisis with new concrete and glass—and old-fashioned heart.

If you enjoy a thrill a minute, nonstop action and ominously ticking clocks, watch Jack Bauer on TV's 24. If your tastes run to the realistic side, step into the Office of the Coordinator for Counterterrorism for a look at how the Department wages its share of the war on terror. Their weapons are more likely to be Dells than Glocks, but these professionals still take disciplined and determined aim at America's enemies.

Last but not least, a final salute to our colleagues en route to their final posting: *Anthony G. "Tony" Freeman; Alfred Giovetti; Martin Y. Hirabayashi; Richard Lee Hough; Dorothy M. Jester; Vernon L. Merrill; S. I. Nadler; Elizabeth Steere Routt; Harold C. Vedeler; Thomas G. Weston; and Robert Einar Zimmerman.*

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN OCTOBER

- >>> FSI Celebrates 60th Anniversary
- >>> Civil Service Rotation Mid-Term
- >>> "The Best Advertisement for America"
- >>> Developing LES Leadership Skills
- ... and much more!



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LYING IN STATE: KEYS TO LEARNING FOREIGN LANGUAGES

PRONUNCIATION

REPEAT AFTER
ME: (NGUNHU LON)

UH, GOOD
NEWS
LOOMS!

GOON
HUGH
LOOFAS!

DOO
BEE
DOO
BEE
DOO...



CONVERSATION PRACTICE

(HELLO. HOW
ARE YOU?)

(METEOR
EAT
WEASEL.)

(PECTORAL
COWBOY
INCONTINENT)

IS THIS
WHERE
I DANCE?



READING COMPREHENSION

UH, I THINK MAYBE
THIS ARTICLE IS
ABOUT GIANT BADGERS
INVADING LITHUANIA?

IS THIS AN
APPETIZER
MENU? I
THINK I WANT
THE SEA
SLUG NACHOS.



ENOUGH! IT PAINS MY
HEART TO SAY, BUT I FEAR YOU
WILL NEVER LEARN THE GLORIOUS
LANGUAGE OF ICKYSTAN!



WAIT-THIS
ISN'T ARABIC?

SEVEN MONTHS
OF THIS AND
NOBODY GIVES
ME A HEADS UP...

I WONDERED
WHY MY
ESPERANTO
WASNT
MORE
HELPFUL.





Sept. 2007



BOOKFAIR Set for October

The 47th annual BOOKFAIR of the Associates of the American Foreign Service Worldwide will begin Oct. 12. One of the oldest area book fairs, it draws shoppers from considerable distances.

Through the years, BOOKFAIR has donated more than \$1 million for Foreign Service family members' scholarships and community projects. It started in 1960 with some 7,500 books. Now it involves more than 100,000 books, gathered over the course of a year. A large and varied art corner features items brought back by Foreign Service employees from around the world.

BOOKFAIR runs from 2 p.m. to 5 p.m. on Oct. 12 and from 11 a.m. to 3 p.m. on Oct. 15-19 for employees, spouses and escorted guests. On Oct. 13-14 and 20-21, the sale is also open to the public from 10 a.m. to 4 p.m. The event takes place in the Exhibit Hall of the Harry S Truman Building and is accessible through the C Street entrance.

On Oct. 11 from 6 p.m. to 8 p.m., AAFSW will hold a \$10 wine and cheese reception in the exhibit hall to allow individuals to make purchases.



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